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CITY OF Vancouver WASHINGTON

CITY COUNCIL MEETING MINUTES

Vancouver City Hall | Council Chambers | 415 W. 6th St.
PO Box 1995 | Vancouver, WA 98668-1995
www.cityofvancouver.us

Anne McEnerny-Ogle, Mayor
Bart Hansen • Ty Stober • Erik Paulsen • Sarah J. Fox • Diana H. Perez • Kim D. Harless

December 4, 2023

WORKSHOPS

Vancouver City Hall - Council Chambers - 415 W 6th Street, Vancouver WA

Workshops were conducted in person in the Council Chambers of City Hall. Members of the public were invited to view the meeting in person, via the live broadcast on www.cvtv.org and CVTV cable channels 23 or HD 323, or on the City's Facebook page, or www.facebook.com/VancouverUS.

View the CVTV video recording, including presentations and discussion, for workshops at:
https://www.cvtv.org/vid_link/36081?startStreamAt=0&stopStreamAt=3578

4:00-4:45 p.m. Second Supplemental Budget

Shannon Olsen, Budget Manager, 360-487-8497

Summary
Staff led Council through a discussion of the Second Supplemental Budget.

4:45-5:30 p.m. Transportation Benefit District/Council Workshop

Chris Malone, Public Works Finance & Asset Manager, 360-487-7711

Summary
Staff led Council through a discussion of the Transportation Benefit District/Council Workshop.

Mayor McEnerny-Ogle was absent for workshops.

COUNCIL DINNER / EXECUTIVE SESSION RE: PENDING LITIGATION (30 MIN)

Mayor Pro Tem Stober announced the Council would be entering into executive session from 5:30-6:00 p.m. to discuss Pending Litigation.

COUNCIL REGULAR MEETING

This meeting was conducted as a hybrid meeting with in person and remote viewing and participation over video conference utilizing a GoToMeeting platform. Members of the public were invited to view the meeting in person, via the live broadcast on www.cvtv.org and CVTV cable channels 23 or HD 323, or on the City's Facebook page, www.facebook.com/VancouverUS. Public access and testimony on Consent Agenda items and under the Community Forum were also facilitated in person and via the GoToMeeting conference call.

Vancouver City Council meeting minutes are a record of the action taken by Council. To view the CVTV video recording, including presentations, testimony and discussion, for this meeting please visit:
https://www.cvtv.org/vid_link/36083?startStreamAt=0&stopStreamAt=10309
Electronic audio recording of City Council meetings are kept on file in the office of the City Clerk for a period of six years.

Pledge of Allegiance

Call to Order and Roll Call

The regular meeting of the Vancouver City Council was called to order at 6:30 p.m. by Mayor Pro-Tem Stober. This meeting was conducted as a hybrid meeting, including both in person and remotely over video conference.

Present: Councilmembers Harless, Perez, Fox, Paulsen, Stober, and Hansen

Absent: Mayor McEnerny-Ogle

Motion by Councilmember Paulsen, seconded by Councilmember Fox, and carried unanimously to excuse Mayor McEnerny-Ogle.

Approval of Minutes

Minutes - October 23, 2023

Motion by Councilmember Perez, seconded by Councilmember Harless, and carried unanimously to approve the meeting minutes of October 23, 2023. Councilmember Fox abstained.

Community Communications

Mayor Pro-Tem Stober opened Community Communication and received testimony from the following community members regarding any matter on the agenda not scheduled for a Public Hearing:

- Kimberlee Goheen Elbon, La Center, WA

There being no further testimony, Mayor Pro-Tem Stober closed Community Communication.

Mayor Pro Tem Stober separated the public testimony for Item 10 from the Community Communications. Testimony was provided during the review of Item 10 for each ordinance covered by the item.

Consent Agenda (Items 1-12)

Motion by Councilmember Fox, seconded by Councilmember Harless, and carried unanimously to approve items 1, 2, 5-9, 11, and 12 on the Consent Agenda.

Motion by Councilmember Fox, seconded by Councilmember Harless, and carried unanimously to approve item 3 on the Consent Agenda.

Motion by Councilmember Perez, seconded by Councilmember Harless, and carried unanimously to approve item 4 on the Consent Agenda.

Motion by Councilmember Paulsen, seconded by Councilmember Fox, and carried unanimously to approve item 10, Ordinance A on the Consent Agenda.

Motion by Councilmember Fox, seconded by Councilmember Perez, and carried 5-1 to approve item 10, Ordinance B on the Consent Agenda. Mayor Pro Tem Stober voted No.

Motion by Councilmember Paulsen, seconded by Councilmember Fox, and

carried unanimously to approve item 10, Ordinance C on the Consent Agenda.

Motion by Councilmember Paulsen, seconded by Councilmember Fox, and carried unanimously to approve item 10, Ordinance D on the Consent Agenda.

Motion by Councilmember Paulsen, seconded by Councilmember Fox, and carried unanimously to approve item 10, Ordinance E on the Consent Agenda.

Motion by Councilmember Paulsen, seconded by Councilmember Fox, and carried unanimously to approve item 10, Ordinance F on the Consent Agenda.

1. ## SE 1st Street – 164th to 177th Avenues (PRJ071612), construction acceptance

Staff Report: 215-23

This project installed roadway surfacing, curbs, sidewalks, bicycle paths, storm draining, traffic signals, striping, signing, fiber optic, street lighting, and landscaping on SE 1st Street between SE 164th and SE 177th Avenues. Lee Contractors LLC, of Battle Ground, Washington, has satisfactorily completed the subject improvements in accordance with the plans and specifications.

The original contract bid amount was $9,887,587.00. The final construction cost was $10,627,548.39, an increase of approximately 7.0% from original bid amount. The difference between the original contract amount and final contract amount can mostly be attributed to an overrun in the total flagging hours required for the project and design revision to the City's fiber facilities.

There was an 19% Disadvantage Business Enterprise (DBE) goal for the project. The contractor exceeded this goal, achieving 23%.

Request: On December 4, 2023, accept the SE 1st Street – 164th to 177th Avenues Project as constructed by Lee Contractor LLC, of Battle Ground, Washington.

Ryan Knox, Senior Civil Engineer, 360-487-7761

Motion approved the request.

2. ## Approval for One Year Health Insurance Stop Loss Policy with Voya

Staff Report: 216-23

City staff worked with its broker, Davidson Benefits Planning, to seek stop

loss coverage for its self-insured health benefits program. There was a significant increase in the cost of coverage from 2023 to 2024 of 44.6%, increasing the City's costs for this coverage from $1.1 million in 2023 to $1.6 million in 2024. The increase in the number and size of the medical and pharmaceutical claims over the last several years has been the reason for the increase. Voya was the successful bidder with competitive renewal terms, other insurance companies proposals came significantly higher for the same coverage. Council approval of the contract is needed to provide payment on the premium for the policy.

The individual deductible included in the renewed policy remains at $275,000. There continues to be one claimant that has a higher deductible of $475,000 due to the type of their medical/pharmaceutical issue. The City's self-insurance covers eligible claims below that threshold. The aggregate reimbursement maximum per policy period included in the insurance is $2 million. The stop loss insurance covers prescription coverage, as well as vision coverage.

Request: Authorize the payment of premiums to Voya for Stop Loss coverage.

Lee Lofton, Deputy Human Resources Director, 360-487-8415

Motion approved the request.

3. ## Thrive 2 Survive Service Provider Contract for Safe Park

Staff Report: 217-23

An estimated 500-600 individuals reside in tents or vehicles within the City of Vancouver, which poses significant health and safety risks to individuals experiencing unsheltered homelessness, as well as the rest of the community and the environment. Currently, our community does not have an adequate supply of shelter or housing options to meet the growing need. This Council has observed that many individuals who live unsheltered on public property do so, not by choice, but due to a lack of financial means to afford adequate shelter. These individuals are adversely mentally and physically impacted by living unsheltered. Single females living without adequate shelter experience disproportionately high incidents of violent crime as compared to others. Families with children who lack adequate shelter are also disproportionately adversely impacted through risk of physical danger and impediments to childhood education. Individuals and families living in vehicles on public rights of way are required to move their vehicles frequently to avoid being ticketed and/or having their vehicles towed, leaving them with no sense of shelter at all.

To reduce the negative impacts of unsheltered homelessness and provide for greater safety, stability, and a space for individuals in vehicles to quarantining/isolate during the pandemic, the City of Vancouver established a Safe Parking program in the Vancouver mall parking lot in April of 2020, as a COVID response. In June of 2020, C-Tran allowed the Safe Parking program to move to the unutilized Evergreen Transit Center in East Vancouver. During the pandemic, Safe Park was overseen by Vancouver Parks and Rec and staffed with contracted temporary employees during the day and security officers overnight. In 2021, Safe Park oversight was transitioned to Vancouver's Homeless Response Manager and Council adopted Vancouver's Homeless Response Plan, which included extending the operations of Safe Park beyond the COVID-19 emergency to meet the continuing need for safe places for families and individuals living in vehicles to park as an alternative to living on City right of way.

While Safe Park has accomplished the goal of providing greater safety and stability for households living in vehicles, it has not shown the same level of successful exits to housing as our Safe Stay Communities. This is partially because we were only able to connect the program to HMIS this year for data collection and service tracking purposes, and partially because the program has not had a dedicated operator with adequate staffing to assist participants with system navigation, barrier reduction, and transitioning from homelessness.

A request for Proposals (RFP 60-23) for a Safe Park Service Provider was issued on August 16,2023. The City received one proposal, Thrive2Survive. The evaluation committee reviewed and confirmed Thrive2Survive is capable of providing these services.

To ensure Safe Park participants have greater access to consistent support and services to assist with transitioning from homelessness to housing, staff is recommending approval of the professional services agreement with Thrive 2 Survive for management and operation of the Safe Park program at the Evergreen Transit Center.

In alignment with operations of our Safe Stay Communities, Thrive 2 Survive will work to:

- *ensure safety and sanitation within and immediately surrounding the Safe Parking site;*
- *assist Safe Park residents with reducing barriers, obtaining stability, accessing needed resources, and transitioning into a more permanent housing situation;*
- *proactively engage with the surrounding neighborhood(s) to mitigate potential negative impacts to the neighborhood, facilitate neighborhood participation and volunteer opportunities within the*

designated Community, and encourage participation in neighborhood/community events, neighborhood association meetings, etc. amongst Safe Park residents.

Request: Authorize the City Manager or designee to execute aProfessional Services Agreement between the City of Vancouver and Thrive--Survive for management and operation of Safe Park program for $809,473.89 for the first year of service.

Jamie Spinelli, Homeless Response Manager, 360-487-8610

Motion approved the request.

4. Update to 2024 Affordable Housing Fund Admin Plan

Staff Report: 218-23

A RESOLUTION relating to low-income housing; providing amendments to the 2024 – 2033 Affordable Housing Financing Plan adopted in 2022 for the collection and use of monies authorized by RCW 84.52.105 to fund very low-income housing; providing for Severability; and an Effective Date.

On September 19, 2022, Council approved the 2024 Affordable Housing Fund (AHF) Administrative and Financial Plan that details the implementation of the $100 million generated by the AHF funding levy from January 1, 2024, through December 31, 2033. The AHF Admin Plan allows for updates pending review and approval by City Council.

The Economic Prosperity & Housing department is proposing changes to the income limits and per-unit maximum awards for homeownership projects and the guidelines for gross rents for rental housing projects. The changes are aimed at enhancing the feasibility of homeownership projects and providing clarity on gross rent requirements. The following updates are proposed:

- *AMI Limit for Homeownership Projects:*
  - *Previous Limit: 60% AMI*
  - *Updated Limit: 80% AMI*
- *Per-Unit Maximum Award for Homeownership Projects:*
  - *Previous Award Limit: $50,000*
  - *Updated Award Limit: $75,000*
- *Inclusion of Required Services in Gross Rent:*
  - *The cost of services mandated as a condition of occupancy, even if offered by building owners as per federal or state law, must now be factored into gross rent. This nonoptional fee should be clearly stated in the income certification and lease agreement/addendum. Additionally, it must ensure that the unit*

remains within the applicable maximum rent limit.

The purpose of these changes is to increase the financial viability of homeownership projects in response to feedback from community members and service providers. The proposed changes will better support households experiencing low-income to purchase homes in the City of Vancouver and will help with City meet its goal of serving 15 households per year with homeownership projects. Additionally, the updated guidance on gross rent will ensure compliance with maximum rent limits.

The updated language is attached in the proposed 2024 Affordable Housing Fund (AHF) Administrative and Financial Plan v.2.

Request: Adopt a resolution amending the 2024 Affordable Housing Fund (AHF) Administrative and Financial Plan.

Samantha Whitley, Housing Programs Manager, 360-487-7952

Motion adopted Resolution M-4258 to approve the request.

5. **Approval of Vancouver Housing Authority Bonds for Esther Short Commons and Cougar Creek Apartments**

Staff Report: 219-23

A RESOLUTION providing approval, solely for the purposes of Section 147(f) of the Internal Revenue Code, of the issuance of revenue obligations by the Housing Authority of the City of Vancouver in the principal amount of not to exceed $22,000,000, to finance the acquisition and equipping of two multifamily housing complexes to provide housing for low-income persons in the City of Vancouver, Washington.

The Housing Authority of the City of Vancouver (VHA) plans to acquire and renovate two multifamily housing projects. The first is Esther Short Commons, located at 555 W 8th Street, with 160 units of housing for low-income individuals. The second is Cougar Creek Apartments, a 72-unit multifamily housing development located at 8415 NE Hazel Dell Avenue in unincorporated Clark County.

VHA is seeking approval for the issuance of tax-exempt bonds to finance the acquisition and renovations of both projects. This approval is required by the City but does not imply any financial responsibility on the part of the City.

The financing sources for the project will include low-income housing tax credits, the Bond, and other loans. VHA will issue the Bond and provide a loan to Esther Cougar Rehab LLLP, of which VHA is the sole general partner.

Section 147(f) of the Internal Revenue Code necessitates approval by the applicable elected representative for qualified private activity bonds, which includes this Bond. The Mayor of the City of Vancouver, as the chief elected executive officer of the City, is treated as the applicable elected representative to approve the Bonds. Approval by City Council will satisfy both the "issuer" approval for the bonds and the "jurisdiction" approval with respect to Esther Short Commons. Because the Cougar Creek project is located in unincorporated Clark County, VHA will seek separate approval from the County Council with respect to the "jurisdiction" approval for that project.

A public hearing regarding the projects and the bonds was held on October 31, 2023, and no public testimony was provided.

Approval of the City is solely to comply with Section 147(f) of the Code and does not indicate any further financial responsibility or approval of other aspects of the project.

Request: Approve the execution of the resolution indicating the City's approval of the issuance of the bonds for the projects.

Samantha Whitley, Housing Programs Manager, 360-487-7952

Motion adopted Resolution M-4259 to approve the request.

6. Visit Vancouver 2024 Lodging Tax Grant

Staff Report: 220-23

A RESOLUTION relating to the award of lodging tax grant funds to Visit Vancouver Washington for 2024 as recommend by the City Council appointed Lodging Tax Advisory Committee.

RCW 67.28.180 and 67.28.181 allow municipalities to impose a lodging tax of up to 4% on overnight stays in a lodging establishment such as a hotel, motel, bed and breakfast facility, or campground; and these funds can be used by municipalities and community organizations and for the purpose of supporting tourism-related events, activities, and facilities. Of the 4% collected, 2% goes to pay the debt service on the Convention Center with the other 2% available for tourism activities. RCW 67.28.1816 and 67.28.1817 require that to expend lodging tax funds, municipalities must appoint a Lodging Tax Advisory Committee comprised of equal numbers of lodging tax generators and potential lodging tax recipients who will make recommendations on proposed expenditures to the City Council.

The Lodging Tax Advisory Committee reviewed Visit Vancouver Washington's proposal to provide tourism activities and recommends that

$700,000 of Lodging Tax revenue be allocated to Visit Vancouver Washington. Per state regulations, the City Council only may approve awards recommended by the Lodging Tax Advisory Committee and only at the amount recommended unless Council submits its change in the amount to the LTAC for comment.

Request: Adopt a resolution approving the recommendation of the Lodging Tax Advisory Committee and authorizing the City Manager or their designee to execute a professional service agreement for $700,000 in Lodging Tax grant funds to Visit Vancouver, Washington.

Chris Harder, Deputy Economic Development Director, 360-487-7934

Motion adopted Resolution M-4260 to approve the request.

7. Right-of-Way Franchise Agreement for Ziply Fiber

Staff Report: 221-23

AN ORDINANCE relating to management of the public rights-of-way, granting to Ziply Fiber Pacific LLC and its affiliates (hereinafter referred to as the "Franchisee"), a Delaware Limited Liability Company, a non-exclusive and revocable franchise to install, operate and maintain a telecommunications system in, on, over, upon, along, and across public rights-of-way of the City of Vancouver, Washington (hereinafter referred to as the "City"), prescribing certain rights, duties, terms and conditions with respect to such franchise; and setting an effective date and conditions.

Ziply Fiber Pacific LLC wishes to occupy and utilize portions of the public rights of-way in the City. Cities may require a permit or franchise for the use of its right-of-way for telecommunication facilities (RCW 35.99.030); however, the City may not charge a franchise fee for the franchise (RCW 35.21.860). The proposed ordinance establishes the terms and conditions of the right to construct and maintain telecommunications facilities within the City's right-of-way.

City staff has worked with Ziply Fiber to negotiate a franchise ordinance, which manages the deployments of a telecommunications system in a way that balances local aesthetics, character, and public health and safety, while also deriving the benefits of this technology for the City's residents to the greatest extent practicable.

Request: On Monday, December 4, 2023, approve ordinance on first reading, setting date of second reading and public hearing for Monday, December 11, 2023.

Aaron Lande, Program and Policy Development Manager, 360-487-8612

Mayor Pro Tem Stober read the title of the ordinance into the record.

Motion approved the request.

8. Professional Services Agreement for Armored Car Services

Staff Report: 222-23

AN ORDINANCE authorizing the execution of a contract amendment with Loomis Armored US, LLC ("Contractor"), to continue providing armored car services ("Services") to the City of Vancouver, Washington ("City"); authorizing a contract amendment extending the contract beyond its original five-year duration; providing for severability; and setting an effective date.

The City currently utilizes armored car services through a contract with Loomis Armored US, LLC.

The City and Clark County went through a joint Request for Proposal (RFP) process in May 2015 for armored car services, with the goal that if the City and County combined efforts, the responding companies would offer more competitive pricing in order to receive the award of contracts from both the City and the County. No responses were received for the RFP.

The City and Clark County then looked at the option of piggy-backing on the State of Oregon or the State of Washington's armored car contract. After review and negotiations, Loomis agreed to offer its professional services to perform work per the Oregon Price Agreement 3396; RFP No. 102-1894-12R. On September 11, 2023, the State of Oregon signed Amendment 12 to this agreement, which extended the term of the price agreement with Loomis through November 2024.

Loomis has provided armored car services to the City under the current agreement since February 1, 2016; the City's current agreement expires November 25, 2023. To ensure continuity of armored car services, staff recommends extending the City's agreement with Loomis, in alignment with the State of Oregon's agreement, until November 25, 2024, with the ability to extend an additional period until December 31, 2025, if such a term is available.

It is anticipated that additional procurement options for armored car services may become available in the next 24-30 months, but extending this agreement through that timeframe will ensure the City continues to receive this critical service while maintaining greater flexibility in the future.

Request: On December 4, 2023, approve the ordinance on first reading, setting the date of second reading and public hearing for December 11, 2023.

Anthony Glenn, Treasurer, 360-487-8493

Mayor Pro Tem Stober read the title of the ordinance into the record.

Motion approved the request.

9. **Vancouver Municipal Code Title 14 changes**

Staff Report: 223-23

AN ORDINANCE relating to the water, sewer and surface water utility miscellaneous fees and regulations, amending Chapters 14.04, 14.08, 14.10, and 14.24 of the Vancouver Municipal Code; providing for savings, severability and an effective date.

Staff regularly proposes code updates, clarifications, and changes as needed. VMC Title 14 pertains to water and sewer utilities. staff is proposing a number of changes that will update miscellaneous fees, improve accuracy, comply with current practices, correct inaccuracy, and provide additional clarity. The attached summary provides a complete list of the proposed amendments to Title 14.

Request: On Monday, December 4, 2023, approve ordinance on first reading, setting date of second reading and public hearing for Monday, December 18, 2023.

Chris Malone, Public Works Finance & Asset Manager, 360-487-7711

Mayor Pro Tem Stober read the title of the ordinance into the record.

Motion approved the request.

10. **2023 Comprehensive Plan and Zoning Map and Text Changes**

Staff Report: 224-23

Ordinance A

AN ORDINANCE relating to zoning for the City of Vancouver and Vancouver Municipal Code (VMC) Title 20; amending the Vancouver Comprehensive Plan and Zoning map designation for adjacent tax lots 177224000, 177224005, 177224010, 177240000, 177242000, 177238000, and 177239000, and approximately 12,015 square feet of unimproved right-of-way, all located at the northwest corner of SE 192nd Avenue and SE 15th Street; authorizing the City Manager to enter into a Development Agreement related to future use of the site; and providing for severability; and providing for

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an effective date.

Ordinance B

AN ORDINANCE relating to zoning for the City of Vancouver and Vancouver Municipal Code (VMC) Title 20; amending the Vancouver Comprehensive Plan and Zoning map designation for adjacent tax lots 105145000, 105150000, and 105155000, at 7318 NE 63rd Street, Vancouver, WA 98662; providing for severability; and providing for an effective date.

Ordinance C

AN ORDINANCE relating to zoning for the City of Vancouver and Vancouver Municipal Code (VMC) Title 20; amending the Vancouver Comprehensive Plan and Zoning map designation for adjacent tax lots 105241000, 105242000, 105190005, 105190010, and 105190000 at 8208 and 8122 NE 63rd St. & 6506 and 6510 NE 82nd Ct, and unaddressed tax lot 986042813 providing for severability; and providing for an effective date.

Ordinance D

AN ORDINANCE relating to zoning for the City of Vancouver and Vancouver Municipal Code (VMC) Title 20; amending the Vancouver Comprehensive Plan and Zoning map designation for adjacent tax lots 29373013, 29373062, 986034665, and 29283002 at 3607, 3701 and 3701 ½ E 18th St Vancouver, WA 98661; authorizing the City Manager to enter into a Development Agreement related to future use of the site; and providing for severability; and providing for an effective date.

Ordinance E

AN ORDINANCE relating to zoning for the City of Vancouver and Vancouver Municipal Code (VMC) Title 20; amending the Vancouver Zoning map designation for tax lot 159112000 at 6103 NE 152nd Avenue; providing for severability; and providing for an effective date.

Ordinance F

AN ORDINANCE relating to Comprehensive Plan and Zoning for the City of Vancouver, Vancouver Municipal Code (VMC) Title 20, and the Vancouver Parks, Recreation & Cultural Services Comprehensive Plan; amending Chapter 5 and Appendix E of the Vancouver Comprehensive Plan 2011-2030; amending VMC 20.150, 20.160, 20.170, 20.180, 20.210, 20.245. 20.270, 20.330, 20.410, 20.740, 20.790, and 20.950; amending the Vancouver Parks, Recreation & Cultural Services Comprehensive Plan (2022-2031); providing for severability; and establishing an effective date.

The following are proposed:

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Map Change – 192nd Avenue – Urban Low/R-9 to Urban High Density/R-22 on 9.8 acres in the Bennington Neighborhood, at the northeast corner of 192nd Avenue and 15th Street. If approved future application for development of 210 to 223 apartment units anticipated, 95% market rate and 5% affordable at 80% Area Median Income (AMI). Planning Commission unanimously recommended approval based on need for housing, commercial and public services near site, and mitigation offered by applicant in proposed Development Agreement.

Map Change - Miller – Urban Low Density/R-9 to Urban High Density/R-30 on 4 acres at the northeast corner of NE 63rd Street and 72nd Avenue. If approved future application for roughly 102 market rate apartment units anticipated, although yield may differ pending site plan review of stormwater needs. Planning Commission recommended approval 4-2, citing need for housing, nearby commercial and public services, and ability to address stormwater specifics at site plan review stage.

Map Change – Wood Duck Springs - Urban Low Density/R-9 to Urban High Density R-22 and Commercial/CC on 13 acres on the north side of NE 63rd Avenue at NE 82nd Court. If approved future application for development of 244 market rate townhome and apartment units with a commercial component anticipated. Planning Commission unanimously recommended approval of the rezone based on need for housing, and applicant's conceptual future site plan proposing townhomes on the site perimeter abutting existing residential, with apartment buildings and commercial development in the interior.

Map Change – Datepark - R-18 to R-30 on 1.2 acre on the south side of 18th Street near Todd Road. If approved future application for development of 72 affordable housing units anticipated. Planning Commission unanimously recommended approval based on need for housing, and proposed Development Agreement ensuring future development will be consistent with conceptual site plan locating proposed apartment building on east portion of site abutting park and ensuring affordability.

Map Change – Burnt Bridge Creek West - OCI to IL on 33 acres west of 162nd Avenue and south of Fourth Plain Boulevard. If approved future application for development of 275,000 square foot warehouse had been contemplated, but property owner indicates potential developer has withdrawn. Planning Commission voted 4-2 to approve based on prevalence of IL zoning surrounding the site, opportunity for site development, and fact that City Critical Areas Protection standards would apply under either existing or proposed zoning. Dissenting votes noted proposal was premature pending finalization of City warehousing standards, green building policy, and Comprehensive Plan update.

Text Changes – Comprehensive Plan - Amend reference to parks service

area distances, and parks capital facilities summary table; Update Appendix E list of documents adopted by reference to include updated parks and Urban Forestry Management Plan; Add two capital parking projects to citywide capital project list. Planning Commission unanimously recommended approval.

Text Changes – Title 20 Zoning code - Changes to definitions and use classifications, measurements, outdated references, submittal requirements, effective dates, and pre-existing home allowances in cluster developments. As allowed by recent statutory changes, also increase SEPA categorical exemption thresholds for residential projects based on number of units, while retaining SEPA review requirements for residential projects of any size if critical lands are present. Planning Commission unanimously recommended approval.

Text Changes - Parks, Recreation and Cultural Services Comprehensive Plan (2022-2031) - Updates to capital facilities plans, service area provisions, and other amendments. These were recommended by the Parks and Recreation Advisory Committee on September 20, as well as by the Planning Commission.

Request: On December 4, 2023, approve Ordinance A (192nd Avenue Map Change), B (Miller Map Change), C (Wood Duck Springs Map Change), D (Datepark Map Change), E (Burnt Bridge Creek West Map Change) and F (Text Changes), setting date of second reading and public hearing for December 18, 2023.

Bryan Snodgrass, Principal Planner, 360-487-7946

Mayor Pro Tem Stober read the titles of the ordinances into the record.

Mayor Pro Tem separated the ordinances out individually for public testimony and voting.

Mayor Pro-Tem Stober opened Community Communication and received testimony from the following community members regarding Item 10.

Ordinance A

- Jacob Billingsley, Vancouver
- Norman Seiyt, Vancouver
- Kimberlee Goheen Elbon, La Center, Washington

Ordinance B

- Jeff Prussack, Vancouver
- Leigh Anne Carter, Vancouver
- Kimberlee Goheen Elbon, La Center, Washington
- Dave Larson, Vancouver

- Jeff Mays, Vancouver

Ordinance C

- Kimberlee Goheen Elbon, La Center, Washington

Ordinance F

- Kimberlee Goheen Elbon, La Center, Washington

There being no further testimony, Mayor Pro Tem Stober closed Community Communication.

Motion approved the request.

11. Appointments to the Transportation and Mobility Commission

The Transportation and Mobility Commission provides advice to Vancouver City Council, the City Manager and city staff on a variety of transportation and mobility-related projects, programs and policies. It also provides ongoing feedback and guidance on development of citywide transportation policy through the update of the city's Transportation System Plan.

Council Committee 2 recently interviewed candidates for the following four full-term seats on the Transportation and Mobility Commission:

- *Person age 16-19*
- *Person age 65 or older*
- *Person who uses public transit is their primary mode of transportation*
- *Person who bicycles as their primary mode of transportation*

Committee 2 recommends the appointment of Devon Fender to the seat representing persons age 16-19, term beginning Jan. 1, 2024, and expiring Dec. 31, 2024; appointment of Sara Schmit to the seat representing cycling as a primary mode of transportation, term beginning Jan. 1, 2024, and expiring Dec. 31, 2026; reappointment of Mario Raia to the seat representing age 65 or older, term beginning Jan. 1, 2024, and expiring Dec. 31, 2026; and Eduardo Ramos to the seat representing public transit as primary mode of transportation, term beginning Jan. 1, 2024, and expiring Dec. 31, 2026.

If there are no objections, appointments will be presented for Council action at the Monday, December 4, 2023, City Council meeting.

Request: Appoint to the Transportation and Mobility Commission: Devon Fender to the seat representing persons age 16-19, term beginning Jan. 1, 2024, and expiring Dec. 31, 2024; Sara Schmit to the seat representing cycling as a primary mode of transportation, term beginning Jan. 1, 2024, and expiring Dec. 31, 2026. and reappoint Mario Raia to the seat representing

age 65 or older, term beginning Jan. 1, 2024, and expiring Dec. 31, 2026; and Eduardo Ramos to the seat representing public transit as primary mode of transportation, term beginning Jan. 1, 2024, and expiring Dec. 31, 2026.

Council Committee 2

Motion approved the request.

12. **Approval of Claim Vouchers**

Request: Approve claim vouchers for December 4, 2023.

Motion approved claim vouchers in the amount of $15,637,784.98.

Public Hearings (Item 13)

13. **Humane Society of Southwest Washington Contract Extension**

Staff Report: 212-23

AN ORDINANCE authorizing the execution of a contract amendment with Humane Society of Southwest Washington ("Contractor"), to continue providing animal shelter and care ("Services") to the City of Vancouver, Washington ("City"); authorizing a contract amendment extending the contract beyond its original five-year duration; providing for severability; and setting an effective date.

Additional time is required to complete negotiations on a new contract with the Humane Society of Southwest Washington for animal shelter and care services. City staff request that Council authorize an extension to the current contract with HSSW so that a fair and mutually agreeable contract can be developed.

Request: On Monday, subject to second reading and a public hearing, approve the ordinance and authorize the City Manager, or designee, to execute the contract extension to the Professional Service Agreement with HSSW for animal shelter and care services to extend the end date as indicated above.

Rebecca Small, Senior Policy Analyst, 360-487-8601

Rebecca Small, Senior Policy Analyst, provided an overview of the Humane Society of Southwest Washington Contract Extension.

Council discussed the item briefly with staff.

Mayor Pro Tem Stober opened the public hearing and received testimony

from the following community members:

- Kimberlee Goheen, La Center, WA

There being no further testimony, Mayor Pro Tem Stober closed the public hearing.

Motion by Councilmember Paulsen, seconded by Councilmember Perez, and carried unanimously to approve Ordinance 4429.

Communications

A. From the Council

B. From the Mayor

C. From the City Manager

Homelessness Emergency Situation Report #1

Aaron Lande, Program and Policy Development Manager, discussed the Homelessness Emergency Situation Report #1.

Adjournment

9:21 p.m.

DocuSigned by:
Anne McEnerny-Ogle
6C89D9089EC5424...
Anne McEnerny-Ogle, Mayor

Attest:

DocuSigned by:
Natasha Ramras
BCF6734E40E94AE...
Natasha Ramras, City Clerk

The written comments below are those of the submitter alone and are not representative of the views of CVTV or the City of Vancouver, its elected or appointed officials, or its employees.

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From:	City Council
To:	Dollar, Sarah
Cc:	Snodgrass, Bryan
Subject:	FW: Written Comments for 12/4/23 City Council Meeting
Date:	Monday, December 4, 2023 11:43:31 AM
Attachments:	Miller"s Zoning _ adjacency letter.docx

From: [redacted]
Sent: Monday, December 4, 2023 11:23 AM
To: City Council <council@cityofvancouver.us>
Cc: 'Jeff Prussack' [redacted]
Subject: Written Comments for 12/4/23 City Council Meeting

You don't often get email from lcarters@comcast.net. Learn why this is important

CAUTION: This email originated from outside of the City of Vancouver. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Good Morning,
The attached document is submitted as written comments for the City Council Meeting this evening, 12/4/23.

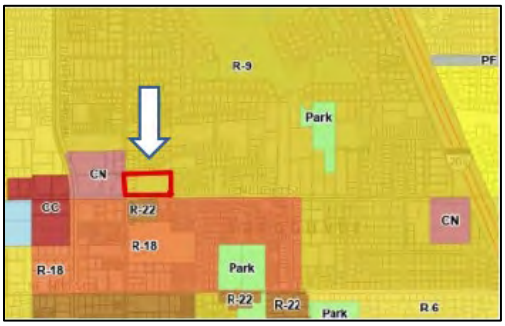
(Item 10 Ordinance B of the 2023 Comprehensive Plan and Zoning Map, 7318 NE 63rd Street, Vancouver, WA 98662)

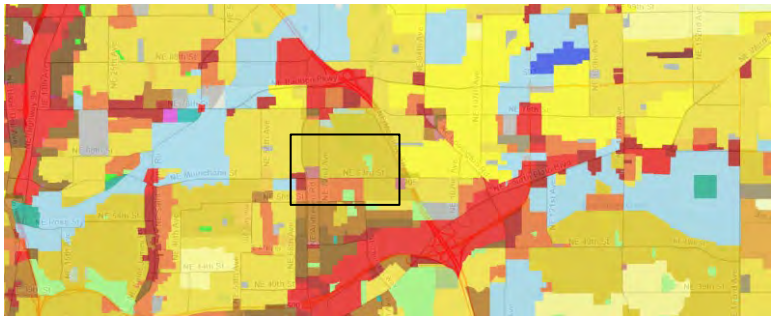
Thank you,
Leigh Anne Carter & Jeff Prussack

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Fall 2023 Comprehensive Plan and Zoning

MILLER'S ZONING at 63rd St & 72nd Ave





Council Members and The Mayor:

On 9/12/23 when Principle Planner Brian Snodgrass introduced Amendment C for the Miller's Parcel he noted: "Council Rejected the R-30 for the site across the street because they didn't want the contrast with the R-9 to the North..." **My question to the Council is... What has Changed?**

Brian Snodgrass says that the updated master plan directs that where appropriate we want to push for higher density... All we are left with is accepting his statement... "It Seems Like an Appropriate Site"

Brian supports the position by noting... "It's fairly close to a pretty complete commercial site... "

- It's a Neighborhood Safeway surrounded by 50% occupied retail maybe 10k sqft.
- No... Look up where R-22 and R-30 exist? It's off the Andresen, The 4th Plain Retail Corridor and Vancouver Mall.

Brian states regarding transportation proximity..."bus service is not far away".

- Again the existing R-22 and R-30 projects sit at major nodes and on transit lines.
- This site is totally inconsistent.

Planning is trying to force a designation on this site and they are asking you to simply trust them. *It's irresponsible.*
The planning department should be asking the developer to work through the proposal and provide sufficient information. Not telling them to provide no information and ask for a higher zoning than the developer sees to be appropriate for the site. Those are Brian's words from 9/12 not mine.

Here is how Commissioner Pyle closed his review...
"I find myself frustrated because we [commissioners] so often find ourselves spoiled by the amount of information we receive... the developer on the last project we reviewed spoiled us with information [related to zoning]. I almost wish we hadn't seen this [the Miller's] project's conceptual site plan because that's not what's going to happen... I'm trying to ignore it completely to get a sense for what the outcomes of an R-30 zoning could be... Again, I'm trying to zoom out to get a sense for the adjacencies... I feel that, as we just walked through in the previous application... the development standards of an R-22 and R-30 can be appropriate next to the High Capacity Commercial areas... I stress to the applicant that Council may not see it the same way... and may want the adjacency [issue] addressed more head on. It doesn't change my leniency to approval. But It doesn't feel baked. I hear Commissioner Baufus's point.. "It doesn't feel baked." And on a site that is constrained it makes it harder to approve.

I close with the question... Why is this parcel's rezoning being forced on the community without due diligence as an amendment to the comprehensive plan?

JEFF PRUSSACK AND LEIGH ANNE CARTER

20.420.025 Higher-Density Residential Zone Function and Location Criteria.
https://vancouver.municipal.codes/VMC/20.420.025

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From: City Council
To: Dollar, Sarah
Cc: Snodgrass, Bryan
Subject: Written comment - 12/4/23
Date: Monday, December 4, 2023 11:16:24 AM

From: City of Vancouver, WA <noreply@cityofvancouver.us>
Sent: Monday, December 4, 2023 11:14 AM
To: City Council <council@cityofvancouver.us>
Subject: Submission: Contact City Council

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Contact the City Council

Name

Terrence Dunn

Email

[redacted]

Address

[redacted]
Vancouver 98683
United States
Map It

Subject

Share an Opinion of a City project or Initiative

Choose Recipient

All the Council

Message

I am writing to argue against the approval of the R-22 zone change at the northeast corner of SE 15th street and SE 192nd Avenue that was approved by the Planning Commission on October 24.

I note that Councilor Fox has support rezoning areas in single-family neighborhoods to R-18 to allow for duplex and triplex housing. This would constitute a reasonable compromise to the Vance R-30/R-22 Vance proposal. I request that when this rezoning request comes before the city council, that the council support an R-18 rezone and reject the R-22 approved by the Planning Commission.

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From: City Council
To: Dollar, Sarah
Subject: FW: Agenda items 4 and 5 today, Dec 4, 2023
Date: Monday, December 4, 2023 10:10:23 AM

From: Don Steinke <[redacted]>
Sent: Monday, December 4, 2023 10:09 AM
To: City Council <council@cityofvancouver.us>
Subject: Agenda items 4 and 5 today, Dec 4, 2023

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From Don Steinke

To the City of Vancouver Council and staff

Re agenda items 4 and 5 affordable housing

Hello everyone,

The Washington State Dept of Commerce expects to get about $100 million from the Federal *Solar for all* program.

This money will provide free solar for low-income residents. The ideal place to install them might be on VHA buildings and parking lots.

Consider making new VHA buildings solar ready.

Also, the *Solar for All* grants are likely to go first to those applicants that are ready to apply in June 2024.

Also, on a side note, the Clark County Council is moving forward with the Climate Amendment to the GMA. I'm concerned that proxies for fossil fuel companies will be sabotaging the process. Fyi

Thanks for all you do!

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From: City of Vancouver - Office of the City Manager
To: Dollar, Sarah
Subject: FW: Council meeting 12/4 - Failure to implement Alpha Project plan lead to Homeless Civil Emergency
Date: Monday, December 4, 2023 8:46:39 AM
Attachments: Vancouver Executive Summary and Report.pdf

Hi Sarah, we got this in the CMO inbox

-Amelia Pilipchuk

From: PETER BRACCHI [redacted]
Sent: Monday, December 4, 2023 6:56 AM
To: City Council <council@cityofvancouver.us>; City of Vancouver - Office of the City Manager <CMO@cityofvancouver.us>
Subject: Council meeting 12/4 - Failure to implement Alpha Project plan lead to Homeless Civil Emergency

CAUTION: This email originated from outside of the City of Vancouver. Do not click links or open attachments unless you recognize the sender and know the content is safe.

This is a written submission only for the city council meeting on December 4, 2023

In 2019, the city of Vancouver had a study done on the current homeless crisis in the city by the Alpha Project group of San Diego. See attached PDF

The homeless crisis at that time in 2019 was considered still manageable if the recommendations were taken up.

City has failed the citizens of our community when they did not take up this recommendation 2019 or the consecutive year after.

The city also failed to present a plan to the citizens on the cost per bed to implement 150 bed homeless shelter versus the costly few beds in five safe stay sites.

As it says below this document just became another document lost in archives.

Please review the attached plan at the city of Vancouver paid for, and failed to implement.

I ask all city counselors to Please review the plan received in 2019 especially the new counselors who were not involved at that time.

First page

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ALPHA PROJECT
Where Miracles Happen!

October 16, 2019

Eric Holmes, City Manager
City Hall
415 W. 6th St., 2nd Floor
Vancouver, Washington 98660

Dear Eric:

It is my pleasure to offer insights, observations and recommendations in the attached report in response to the City of Vancouver's request for an independent evaluation of its response to homelessness. I'm also pleased to tell you that in my honest opinion, and that of my staff who contributed to this report, the City is well ahead of a problem that has already overwhelmed most of Vancouver's bigger neighbors, including Portland and Seattle/Tacoma.

The elements included in this report will inform the City's strategic, focused plan to address what is still a manageable homeless crisis. Alpha Project has been involved in the development of many plans for multiple jurisdictions over the course of decades. A plan is an inert thing that, without consistent follow through and resources devoted to its implementation, becomes just another document forgotten in the archives. The City will address its homelessness crisis, serve its most vulnerable citizens and revitalize neighborhoods affected by homelessness through putting this plan into action.

While the contents of this report are ordered in accordance with the City's request for an independent evaluation and recommendations, in this executive summary we present the City with our recommendations in order of greatest importance.

Executive Summary

1. Opening a Temporary Bridge Shelter with a minimum of 150 beds for single adults, ages 18 and older, should be the City's paramount priority to address its current homeless crisis. The availability of shelter is essential to all other components of a working Homeless Crisis Response System. Without a place to stabilize people and engage them actively in preparing for housing placement, other system components cannot make an impact on the issues arising from concentrated populations of unsheltered homeless people in the City's neighborhoods, especially the area surrounding 2018 Grand Boulevard. The three programs at the core of this report, the Day Center, Housing Navigation Center and Temporary Bridge Shelter should operate from a single site under a single operator as a seamless system.

Thanks Peter

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2. The City must enforce contract standards and demand measurable outcomes in accordance with specific objectives included in a clear scope of work for all City-funded programs. This includes the Day Center and proposed Housing Navigation Center and Temporary Bridge Shelter. Objectives should include performance outcomes in terms of housing placements

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and other client-level impacts as well as outcomes measured by community engagement and mitigation of the current impact of homelessness on the neighborhood.

3. It is unclear that the City has an operator for the connected Day Center, Housing Navigation Center and Temporary Bridge Shelter with the demonstrated capacity, experience and philosophy required to achieve the change desired in how the Day Center is operated and managed, as well as its impact on the neighborhood. Options to address this concern include a) putting the project out to bid, with all three programs connected under a single operator, and b) creating a nonprofit headed by community leaders, including private and public sector officials, with a passion for the work required to transform the status quo response to homelessness. However it chooses to proceed, the City must demand a much different operational approach and connection to the community.

4. The Police Department is committed, involved and eager to cooperate with service providers to make a difference in the community and the City should support the creation and roll out of HOT and HART teams to strengthen the overall response to homelessness City-wide. Law enforcement should be included in project planning and should be welcome at the facilities at all times. The contents of this report stress the need for a program operator to work hand-in-hand with law enforcement as good neighbors.

5. Community-oriented policing will be an important part of addressing the issues that currently affect the neighborhood around 2018 Grand Boulevard. Police officers are role models and visible representatives of the City's collective will to improve and maintain quality of life for all citizens. Officers should engage neighboring citizens proactively and should participate in neighborhood meetings, planning groups and other networks. This report recommends the formation of an Advisory Board with neighborhood representation to help connect the Day Center, Housing Navigation Center and Temporary Bridge Shelter to the community in a positive relationship. The Police Department should be represented on that board.

6. The City's Homeless Resource Manager is a critical new addition to the Homelessness Crisis Response System and should be empowered to enforce City policy with clear lines of communication linking him up to City officials and also to program operators and all other stakeholders. Similar positions in many cities frequently provide convenient scapegoats when public officials are dissatisfied with the state of homelessness. Alpha Project urges the City to give the Homeless Resource Manager the authority, resources, time and support necessary to transform the status quo and demonstrate improvement in the current system and its impact on the community.

7. The City should ensure that the combined Day Center, Housing Navigation Center and Temporary Bridge Shelter operate programs that save taxpayer dollars. This goal can be achieved in part merely by providing shelter as an alternative to the high cost of interventions with people in crisis living on the streets. However, the program operator

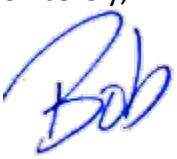
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should also provide direct benefit to the community by operating programs that give homeless people a chance to engage in meaningful work of direct benefit to the City and the neighborhood around 2018 Grand Boulevard. The report includes many recommendations for community benefit programs.

We welcome any request from the City for further contributions to its strengthened response to homelessness. Likewise, we are available to provide any training, review or other service that can benefit the City's homeless programs during their design, implementation or operational phases.

In closing, again, my staff and I appreciate the opportunity to prepare this report and we commend the City for taking a strong leadership role in a commitment to address an issue that can be solved.

Sincerely,



Bob McElroy
President & CEO

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Outside Evaluation of the City of Vancouver's Response to Homelessness and Plan for Implementation of New Projects and Services

Background and Acknowledgments



Alpha Project is pleased to submit this report in response to the City of Vancouver's request for an independent and objective assessment of the City's response to homelessness and planned implementation of coordinated services at the current Day Center and adjacent Housing Navigation Center, as well as a possible Bridge Shelter program connected to both centers. The first section of this report includes observations and a general assessment of the City of Vancouver and Clark County's Continuum of Care (CoC) and an overview of the CoC's federally mandated role in a regional response to homelessness. The first section of the report also includes a snapshot of homelessness in the region, an inventory of housing and service resources for people experiencing or at imminent risk of homelessness, along with a description of observed gaps and unmet needs within the coordinated system.

Subsequent sections of the report offer specific recommendations for:

- Improving the City's response to homelessness,
- Improving the operation of the current Day Center,
- Improving security in the Day Center and surrounding neighborhood,
- Designing and operating the Housing Navigation Center,
- Designing and operating a Temporary Bridge Shelter,
- Mitigating neighborhood impacts,
- Overseeing and monitoring compliance and performance at City-funded facilities, and
- Conclusions and recommendations for the future.

Alpha Project's preparation of this report is built on extensive experience operating programs like those planned for Vancouver, as well as decades of policy development and program implementation that accounts for neighborhood impact. Alpha Project has operated community-service programs employing homeless people as a benefit to their neighborhood since the organization's founding in 1986. In the subsequent 33 years, Alpha Project has launched and operated day centers and housing navigation and bridge shelter programs like those planned for Vancouver, learning by direct experience how to engage homeless people in effective pathways to stability and how to ensure that programs serving the homeless also serve the communities of which they are a part.

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Alpha Project is particularly pleased to have this opportunity to share its experience as the operator of a Temporary Bridge Shelter in the City of San Diego. With a capacity of 324 beds per night, the program has transitioned over 400 participants into alternative housing options in 22 months. Of those, 74% were placed in permanent housing, 12% in alternate and longer-term housing programs, and 14% in other programs, including alcohol and drug treatment programs. In addition, Alpha Project has successfully engaged a hard-to-serve, highly vulnerable population, including 227 seniors, 174 transition-age youth, 172 veterans, and 120 persons fleeing domestic violence at the time of program entry. Equally important as all those outcomes, Alpha Project has made the Temporary Bridge Shelter an asset to its neighborhood and San Diego as a whole. Alpha Project's regular neighborhood patrols, community outreach, neighborhood services and other efforts to engage the neighborhood have ensured that the Temporary Bridge Shelter provides its intended levels of service while benefitting residents, merchants and other stakeholders in the program's service area.



Bob McElroy, Alpha Project President and CEO, with one of the first residents of the bridge shelter. Photo by Chris Jennewein, *The Times of San Diego*.

Reflecting the success of the program, Alpha Project was recently selected by the City of San Diego to operate a second facility, providing 150 new beds of Temporary Bridge Shelter to continue reducing the incidence and impact of homelessness. The program is scheduled to open on November 1, 2019.

The success of the program is built upon policies and procedures for evidence-backed, outcome-driven services to people experiencing homelessness including special needs populations. Alpha Project is committed to making the Temporary Bridge Shelter an effective component of the City and County's strategy for eliminating homelessness through a coordinated, multi-service, multi-provider system. Since commencing operation of the program, Alpha Project has hosted 78 delegations from more than 50 cities, counties, states, units of government and foreign countries, demonstrating its best practices and encouraging replication of such programs to bridge the gap between the streets and permanent, sustainable housing facilitated through a system of coordinated entry. Vancouver's Mayor, City Councilmembers and City Manager have toured the facility, as have the mayors of more than a dozen other U.S. cities, the U.S. Secretary of Housing and Urban Development and dozens more elected officials and community leaders.

Notwithstanding its own experience and qualifications to prepare this report, Alpha Project is extremely grateful to a large and diverse group of stakeholders in Vancouver and Clark County for their invaluable contributions to the content that follows. Alpha Project wishes to acknowledge all of the following parties for their vital input.

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City of Vancouver
Mayor Anne McEnerny-Ogle
Mayor Pro Tem Bart Hansen
Councilmember Bill Turlay
Councilmember Ty Stober
Councilmember Linda Glover
Councilmember Laurie Lebowsky
Councilmember Erik Paulsen
Chief of Police James McElvain
Assistant Police Chief Mike Lester
Assistant Police Chief Troy Price
Police Commander Dave King
Police Officer Tyler Chavers
Police Officer Sammy Abdala
City Manager Eric Holmes
Deputy City Manager Lenda Crawford
Acting City Attorney Jonathan Young
Community and Economic Development Director Chad Eiken
Homeless Resource Manager Jackie St. Louis
Public Works Operations Manager Tim Buck
Public Works Operations Superintendent Brian Potter
Public Works Superintendent Ryan Miles
Affordable Housing, HOME and CDBG Program Manager Peggy Sheehan
Assistant Building Official Jeri Newbold
Neighborhood Liaison Judi Baily

Clark County
Community Services Director Vanessa Gaston
Community Services Program Manager Michael Torres

Vancouver Housing Authority
Executive Director Roy Johnson
Deputy Director Saeed Hajarizadeh

Council for the Homeless
Executive Director Kate Budd

Community Foundation of Southwest Washington
President Jennifer Rhoades

Share
Executive Director Diane McWithey
Deputy Director Amy Reynolds
Outreach Director Jillian Daleiden

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Community Services Northwest
Behavioral Health Manager John Moren
Clinical Supervisor Jeni O'Neil
Case Manager Jamie Spinelli

In addition, Alpha Project appreciates the engagement of dozens of Vancouver residents, nonprofit leaders, educators, merchants, businesspeople, community organizers and other stakeholders, whose diverse voices and interests are an important consideration in this report's recommendations and should continue to inform the City in its implementation of a new, expanded and strengthened strategic response to homelessness.



Vancouver residents, providers, and other community members sharing concerns and observations.

Overview

While the City is to be commended for its sense of urgency, its commitment to addressing homelessness and its willingness to adapt and innovate in its response to the status quo, it is important to note that the City is one party in a multi-party system that, to some extent, is mandated and circumscribed by federal policies and standards. The City's resources will be critical to the implementation, sustainability and long-term success of the programs discussed in this report. However, a full-fledged, comprehensive, meaningful response to homelessness will necessarily include the coordinated inputs of County agencies, nonprofit providers, courts, educational institutions and other contributing parties. One of the most critical components of a multi-party system is the Clark County Continuum of Care, WA-508 (CoC), a collaboration of stakeholders convened in accordance with the policies of the U.S. Department of Housing and Urban Development (HUD) as a precondition of funding for homeless services under the terms of the McKinney-Vento Homeless Assistance Act, a federal law adopted by the U.S. Congress in 1987 that was the first significant federal legislative response to homelessness. The Act has been reauthorized several times since its passage and was greatly amended by passage of the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act in 2009.

Since the passage of the HEARTH Act, CoCs nationwide have been charged with addressing homelessness prevention, rapid re-housing, consolidation of housing programs, and new priority homeless sub-populations, which today include transition-age youth (18 to 24), people identifying as LGBTQ+, seniors, veterans, victims of domestic violence and the chronically homeless, among others. Complying with the specific terms of the HEARTH Act for adoption of Coordinated Entry System (CES) processes and procedures has been a challenge for most CoCs, as has the mandate to adopt an approach to services and housing that align with Housing First principles. Housing First is a philosophy rooted in several principles, the most challenging of which is providing low barriers to housing entry, forcing providers accustomed to moving people with special needs through progressive stages of treatment, stabilization and preparation for independence to shift their focus to rapid placement in permanent housing, even for those people with active substance use and other disorders.

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Housing First is not the only model or approach to addressing homelessness supported by evidence. Service-enriched shelters providing a transitional path to low-income permanent housing are important components of a robust response system. The Housing First goal of rapid placement in permanent housing misses the fact that in virtually all jurisdictions in America, there are an insufficient number of low-income, sustainable permanent housing units available to meet the needs of unsheltered homeless people. It also overlooks the real needs of many homeless people who are not housing ready and whose needs must be met in a stable, sheltered environment prior to housing placement.

The work of a CoC is year-round and entails maintenance of a regional Homeless Management Information System (HMIS), reporting on multiple components of a coordinated system, and preparation of annual applications for funding through several federal and state initiatives. The remainder of this section includes a description of the Clark County Continuum of Care, as well as county-wide homelessness statistics, an inventory of programs and services including funding sources, and existing gaps in the CoC system.

Clark County Continuum of Care

The lead organization of the CoC is Council for the Homeless, a nonprofit organization whose mission is to provide community leadership, compelling advocacy, and practical solutions to prevent and end homelessness in Clark County. Council for the Homeless fills a required role in a county-wide system that meets federal mandates and implements and tracks standards, policies and procedures required of federally funded programs. Council for the Homeless maintains Clark County's HMIS, serves as the collaborative applicant and administrative entity for the entire CoC, prepares and monitors federal reports, and oversees the County's annual Homeless Point-in-Time Count, preparing a report that presents a year-on-year snapshot of homelessness. These essential functions, along with training, infrastructure support and oversight of a Coordinated Entry System (CES) are fundamental to the County's eligibility for and effective use of federal funding.

Maintenance of the systems, reports and processes of HUD's mandated CoC elements is one aspect of Council for the Homeless' designated function. The annual HUD CoC Program Competition requires the preparation of a 250-page application that addresses HUD's requirements in many areas and measures and documents the CoC's achievements. The application is probably the most accurate and complete overview of the regional system produced each year and is the source of approximately $2 million in annual HUD funding.

The CoC's general membership, the Coalition of Service Providers for the Homeless, includes 68 active stakeholder members. The Coalition has five standing work groups and currently three ad hoc task groups. Each of those groups address priorities as identified by HUD and/or observed needs within the Clark County Homeless Action Plan, *A Framework for Action*, which was completed by Council for the Homeless in October 2018 and lays out a strategic approach to strengthening the Homeless Crisis Response System from 2019 to 2022.

Council for the Homeless performs its role under the oversight and at the direction of the Continuum of Care Steering Committee, consisting of:

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- Bunk Moren, Community Services Northwest,
- Amy Reynolds, Share,
- Saeed Hajaraizadeh, Vancouver Housing Authority,
- Michael Torres, Clark County,
- Peggy Sheehan, City of Vancouver,
- Sierk Braam, Housing Initiative, LLC,
- Tim Foley, Second Step Housing, and
- Scott Conger, Janus Youth Programs.

The Steering Committee is charged with administering the CoC Governance Charter, which entails:

- Setting policy direction for the CoC,
- Ensuring the CoC meets all of its HUD requirements,
- Facilitating the CoC funding Request for Application Process, including rating and ranking the project applications,
- Approving the CoC application,
- Working to meet the CoC application focus areas,
- Using a systemic approach to address the local homeless crisis response system,
- Increasing resources that reduce the number of people experiencing homelessness, and
- Improving system performance outcomes, as identified by HUD and tracked through the HMIS.

The scope of work for this report includes a request by the City that Alpha Project "*[i]dentify how Vancouver should systematically approach and respond to homelessness citywide including the best mix of facilities and supportive services that would help alleviate the impacts of homelessness…*" At the level of coordination, planning, administration, policy and analysis, it is fair to say the state of the CoC is consistent with federal expectations. CoC members have efficient inter-agency coordination and nearly universal use of the HMIS and a common assessment tool. Altogether, the fundamental elements of an efficient and effective Homeless Crisis Response System at the CoC level are present, active and well thought out. That fact alone, however, does not address the City's specific interests and priorities.

The Homeless Action Plan paints a clear picture of the system and identifies specific goals and targets for strengthening the system to address gaps and needs. The City clearly has a role to play in expediting and amplifying the rapid impact of a robust response. However, as described in the beginning of this section, the City's role is one of many and should be complimentary to other efforts, not duplicative or complicating. The statistics and observed gaps and needs described below come from the Homeless Action Plan, the 2019 Point-in-Time Count Report, a report on homelessness funding prepared by Clark County's Community Services Program Manager and additional inputs from the City's Homeless Resource Manager. The City can play a valuable role in closing the identified gaps. However, it should do so with full awareness of the much larger system already committed to addressing county-wide homelessness and it should do so in a supportive role, committing resources, technical assistance, infrastructure support and innovative components to the existing system.

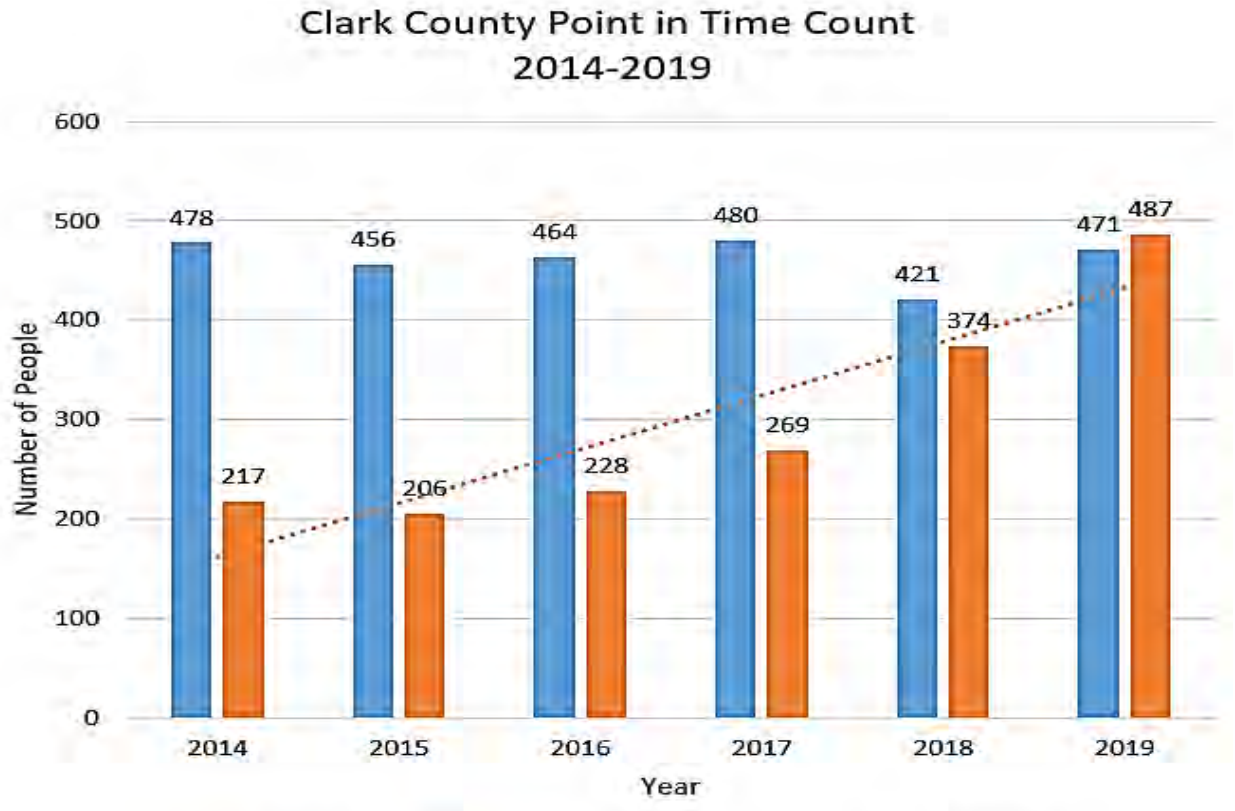
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Homelessness Statistics

On January 24, 2019, the Clark County Point-in-Time Count documented 958 people experiencing homelessness county-wide, an increase of 21% from January 25, 2018. There was an increase in people who were sheltered on the night in question, up 12%, and those who were not, up 30%. More than half of all homeless individuals counted were unsheltered, a total of 487 people, 47% of whom were individuals in families with children and 45% of whom were female. Other features of the overall homeless population included an increase in seniors, up 185%, and veterans, up 49%. The increase in unsheltered individuals is despite an increase in total shelter beds that were occupied county-wide, up from 421 in 2018 to 471 in 2019. In probably all urban areas of the country, the number of people counted in any Point-in-Time Count is far less than the known homeless people for whom data exists in the HMIS. As an example, in San Diego, the 2019 count documented approximately 9,600 total homeless people, while the HMIS includes 27,000 people who identify as homeless. The number of homeless people counted in Clark County is probably far short of the number of people who experience homelessness throughout the year.

People experiencing homelessness in Clark County are, for the most part, from Clark County. Nearly 80% of all homeless people encountered were last housed in Clark County before experiencing homelessness, including 71% who were last housed in Vancouver.

The chart below shows the five-year increase in sheltered and unsheltered homeless people county-wide.



Source: Council for the Homeless, (https://www.councilforthehomeless.org/data-system-numbers/)

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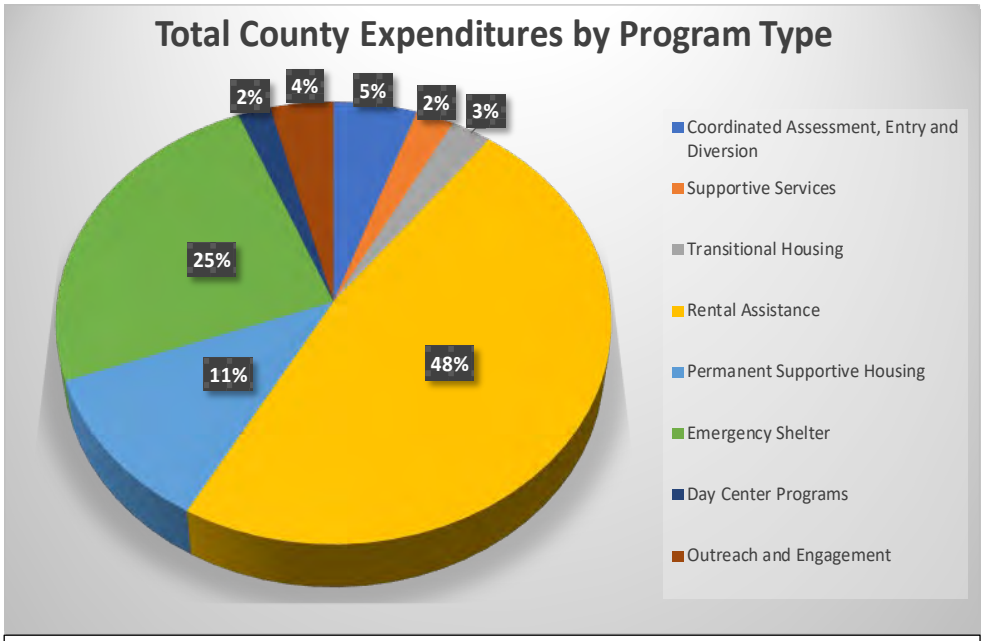
Although the trend documented by Point-in-Time Count reports is an issue of legitimate concern, the City is to be commended for its sense of urgency and aggressive approach to addressing the issue. Such commitment is not universal among U.S. cities and counties, including many whose homelessness crises dwarf the status quo in Vancouver and Clark County. Imperial County, California, with a total population just 38% that of Clark County, documented 1,413 homeless individuals in its 2019 Point-in-Time Count, 1,225 of whom were unsheltered. Portland/Gresham/Multnomah County, Oregon, documented 4,015 individuals, 2,037 of whom were unsheltered.

Alpha Project does not intend to diminish the importance of the City's involvement in a stepped-up Homeless Crisis Response System. On the contrary; the City should proceed with its planned, urgent response to homelessness in part because the problem is, at this point, still solvable. From its meetings and correspondence with City staff and elected leaders, Alpha Project believes this is the shared perspective of all involved. Statistics tell part of a story, but they don't need to dominate the narrative. Rather than focusing on what could or should have been done in the past, if the City can focus on identifying, implementing, monitoring and supporting effective, immediate additions to the existing CoC, it can achieve results in the short-term that dramatically change the numbers and their impact on the communities and neighborhoods most affected by homelessness.

Existing Funding by Source and Project Type

HUD funding is the single largest component of overall funding for homeless service, shelter and low-income permanent housing programs in the City and County. In addition to the $2 million in CoC funding described above, the City administers $1.8 million in combined HOME and CDBG funds, the County administers another $2.1 million from those combined sources, and the Vancouver Housing Authority administers $28.5 million in combined HUD funds. Those figures total $34.4 million in HUD funding, excluding Emergency Solutions Grants passed through the state. Additional sources of support for homeless programs include County and City departments, other federal sources and significant private philanthropy.

From all sources, Clark County expenditures on programs serving the homeless totaled $5.3 million in 2018. Those expenditures by program type are shown in the graph to the right.



Source: July 2017-June 2018 Annual County Expenditure Report to WA Dept. of Commerce Housing Assistance Unit

Taken together, the resources currently committed to combating homelessness still leave nearly 500 people unsheltered each night. The chart below is taken from this year's CoC Homeless Competition

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application and shows the current shelter and housing inventory in the County.

Project Type	Bed Count
Emergency Shelter	192
Transitional Housing	181
Rapid Re-Housing	256
Permanent Supportive Housing	445
Other Permanent Housing	30
Total Beds	**1,104**

The inventory above excludes vast resources administered by the Vancouver Housing Authority, including Tenant-Based Section 8 Vouchers and other forms of rental subsidy that represent, in essence, homelessness prevention. At present, the Housing Authority manages 2,290 Housing Choice Vouchers and has 14 open waiting lists for housing of various types serving diverse populations, including persons with special needs.

Aside from shelter and dedicated housing for people experiencing or at imminent risk of homelessness, additional programs and services throughout the City and County play significant roles in the Homeless Crisis Response System. Some of those services are, in Alpha Project's opinion, under-weighted in the current blend of programs. The following subsection lists observed gaps and unmet needs in the Homeless Crisis Response System, many of which are also described in Council for the Homeless' Homeless Action Plan and in other reports and analyses from City and County staff, as well as the 2019 CoC Homeless Competition application.

Observed Gaps

As noted in the Executive Summary and elsewhere in this report, a Temporary Bridge Shelter is the most important resource currently absent from the City's programmatic response to homelessness. The other gaps described below should be addressed but closing those gaps will still leave unsheltered homeless people on the streets of Vancouver without a large-scale shelter program. The City should identify a single operator for the facility at 2018 Grand Boulevard and should get that facility leased up, built out and operational with a Day Center, Housing Navigation Center and Temporary Bridge shelter working in unison as soon as possible. Again, no amount of outreach and engagement by itself can make a difference to the City's homelessness issue without an option to being homeless, namely, a Temporary Bridge Shelter for single adults, ages 18 and older.

The Homeless Action Plan notes eight other specific areas of increased focus to be addressed in the Homeless Crisis Response System by 2022. Alpha Project concurs with those focus areas and encourages the City to engage with Council for the Homeless, the CoC Steering Committee and other key stakeholders to support measurable progress toward the plan's objectives. The plan's focus areas are:

- Increasing outreach and engagement,
- Strengthening prevention and diversion practices,
- Meeting the basic needs of people who are unsheltered,
- Leveraging community resources and investments,

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- Increasing housing options and transition support for people exiting systems of care,
- Increasing low-income permanent housing options,
- Engaging the expertise of people with lived experience, and
- Providing community and system educational opportunities.

In Alpha Project's opinion, those focus areas are important and could be effective only to the extent that adequate shelter exists to make them so. Consequently, while the City should contribute to issues addressed in the plan, it should simultaneously work to provide a Temporary Bridge Shelter as an option to homelessness. From its communication with City staff, Alpha Project understands that the City currently contracts with Share through CDBG funds to provide outreach services with two case managers. Alpha Project also met with two outreach case managers from Community Services Northwest. City staff indicate that planning is underway to launch a Police Department Homeless Outreach Team (HOT) and Homeless Assistance Resource Team (HART). In San Diego, the HOT/HART teams have been extremely successful in addressing unsheltered individuals in crisis and supporting their placement in shelter and other interventions.

While the City should invest in increased outreach and engagement efforts, the success of those efforts will require other system improvements. HOT/HART interventions, to be successful, require the existence of crisis stabilization beds and services. Alpha Project's recommendations regarding the Temporary Bridge Shelter include setting aside designated HOT/HART beds to provide the Police Department with an alternative to emergency rooms and jail cells for people in crisis.

Alpha Project also recommends that outreach and engagement teams use the existing Vulnerability Index-Service Prioritization Decision Assistance Tool (VI-SPDAT), the CoC's common assessment tool for Coordinated Entry. The tool includes questions to assess acuity, length of homelessness, physical and other disabilities, mental and physical health, substance abuse disorders and other aspects of bio/psycho/social functioning. Assessments should be reviewed by professionals to ensure accurate scoring.

Outreach teams should be provided with agency or City-owned vehicles and should be able to provide transportation for individuals willing to engage in any needed service, whether at any provider facility within the Homeless Crisis Response System or at mainstream service sites, including healthcare facilities, public benefits offices, educational institutions, courts and others.

Regarding prevention and diversion practices, Alpha Project concurs with the wisdom of the Community Action Plan and believes preventing homelessness is vastly preferable to addressing it after it has occurred. The City should work with all providers and in particular with the Housing Authority to increase options for rental assistance and other interventions that can help individuals and families retain their housing or find alternative housing in the event of housing loss. Such work, however, encounters another gap in the current system, which is the simple shortage of available low-income permanent housing units.

A fully functional CoC and Homeless Crisis Response System requires balanced investments in and deployment of the following elements:

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- Homelessness prevention and diversion,
- Interim and bridge housing,
- Outreach and engagement,
- Housing navigation,
- Emergency shelter,
- Coordinated assessment, entry and referral, and
- Low-income permanent housing, including permanent supportive housing, for extremely low incomes.

All of the above elements should be connected through effective, seamless housing navigation. The planned Housing Navigation Center will facilitate close inter-agency coordination and build on Council for the Homeless' Coordinated Entry for Shelter system.

The opening of a Temporary Bridge Shelter will alleviate pressures that currently hamper the delivery of coordinated services and will amplify the effectiveness of all elements of the Homeless Crisis Response System. Linking operations at the Day Center, the Housing Navigation Center and the Temporary Bridge Shelter under effective, coordinated management will make a rapid impact on the current state of homelessness in the City and simultaneously address quality of life issues in the neighborhood most affected by those programs.

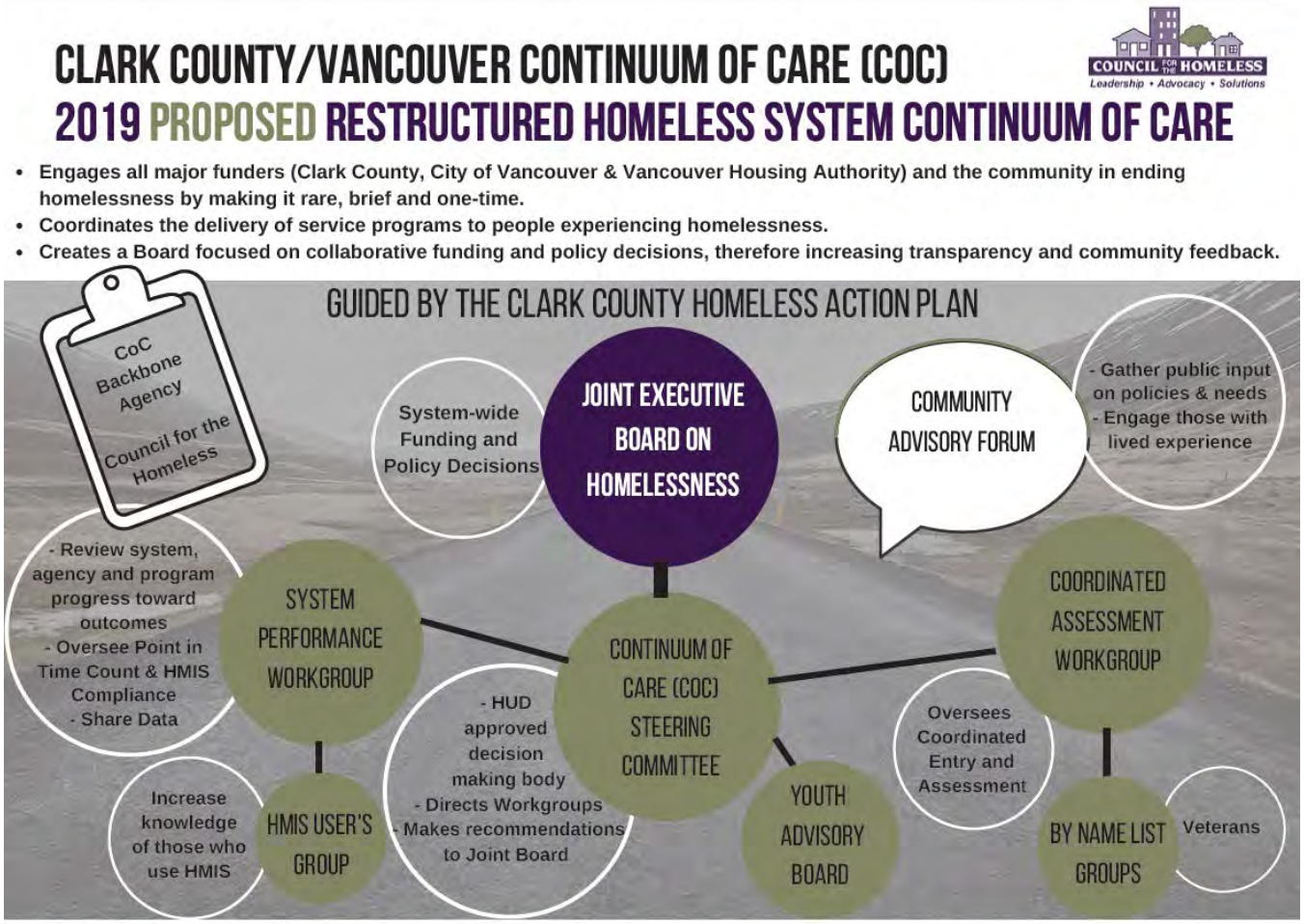
Joint Executive Board on Homelessness

The CoC is in the process of reorganizing its leadership structure to include a Joint Executive Board as the highest-level authority in the system. Under the plan, the Joint Executive Board will include ex-officio members from the City, the County, the Housing Authority, Council for the Homeless and the Community Foundation of Southwest Washington (see table below).

Joint Executive Board Seats		
Board Entity	**Board Elected/Appointed Member**	**Board Administrative Staff**
City of Vancouver	City Council Member	Director of Community Development/Homeless Manager
Clark County	County Council Member	Director of Community Services
Vancouver Housing Authority	VHA Commissioner	Executive Director or Senior Staff
Council for the Homeless	n/a	Executive Director
Board Advisory Seats		
Community Foundation of Southwest Washington	n/a	President or Program Officer

In preparing this report, Alpha Project consulted with the City's Homeless Resource Manager and Council for the Homeless' Executive Director regarding the role and function of the Joint Executive Board, which is depicted in the graphic below, taken from the Community Action Plan.

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Source: Community Action Plan 2019-2022, A Framework for Action.

Current CoC leaders agree that the Joint Executive Board is needed in order to bring together elected officials and high-level administrators to facilitate agreement and cooperation on systemic policies, to plan and coordinate the implementation of new programs, and to combine and leverage resources. The current Steering Committee membership does not include decision makers with sufficient authority to ensure that information reaches elected officials or that such important issues are conveyed with sufficient urgency to mobilize resources and make any substantial change to the status quo. Alpha Project would caution against the Joint Executive Board becoming simply another layer of bureaucracy that could actually hamper the smooth functioning of the CoC. However, its intended role as a high-level body to advise, support and contribute leveraged resources to the CoC will strengthen the current system.

Recommended Approach to Improve the City's Response to Homelessness

The two critical components to improving the City's response to homelessness noted in this proposal are a Temporary Bridge Shelter and a working Housing Navigation Center. In addition to these components, the City needs to dramatically improve the operation, management and community coordination of the Day Center.

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The meaningful change necessary to improve the City's response to homelessness requires a philosophical shift and a change of attitude and approach that reflects different assumptions and expectations. Alpha Project believes it is important for the City to set the bar higher for its funded programs and contractors and for those programs and contractors to recognize the difference between low barriers and no barriers. Alpha Project was founded on the principle of caring so much about people experiencing homelessness that the organization will not be complicit in the causes and consequences of homelessness. Recognizing the difference between acceptance and enabling ensures that programs serving the homeless do not contribute to people dying on the streets.

Alpha Project believes the City should use performance-based outcome measures as the minimum standard in the selection of providers and that such measures should include not only numeric targets for moving people into sustainable housing, but also demonstrable contributions to the community and reduction in the impact of homelessness on neighborhoods and institutions. Programs like the Day Center, the Housing Navigation Center and the Temporary Bridge Shelter should be entry points for people to begin the process of healing and recovering from the experience of homelessness and they should set standards for behavior and conduct that help participants to regain dignity and respect.

The Housing First philosophy, which emphasizes immediate placement of individuals and families in permanent housing, overlooks two important factors: 1) not all people experiencing homelessness are capable of living independently without time to first stabilize and prepare for the transition from the street to permanent housing, and 2) there are not enough affordable permanent housing units available in the City's inventory to immediately house all people in need. Given both these factors, the City's contributions to the current Homeless Crisis Response System should include programs that give people a place to begin a process and to proceed at a pace appropriate to their individual capacities with the goal of housing placement that continues to address their needs with supportive services that ensure they do not return to homelessness.

The Day Center, Housing Navigation Center and Temporary Bridge Shelter, working as an inter-connected system, can make an immediate, observable difference in the City's homelessness issue, including how homelessness affects the City's neighborhoods.

System Coordination

The City's planned participation in the Joint Executive Board will improve coordination of City/County/CoC resources and contributions to the Homeless Crisis Response System. Ideally, the Homeless Resource Manager will contribute to stronger coordination of the City's various departments and agencies and will facilitate closer communication and help target priority issues for the City and all other stakeholders, including the Housing Authority, the County, and the full CoC membership. The Joint Executive Board and City leadership should empower the Homeless Resource Manager to communicate and monitor compliance with policy and priorities and should use his expertise to provide technical assistance and capacity-building support for provider agencies in the CoC.

As described above, the Homeless Crisis Response System is much bigger, more complex and more constrained by many forces than the City can change by its own will. The City's needs and priorities will not always align with system-level priorities. Therefore, while the City should be at the table for all CoC discussions, it will also need to coordinate its own internal resources to ensure its funded programs

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address issues of particular importance to Vancouver. This could include the Homeless Resource Manager convening regular meetings with officials from City and County departments, including the City Manager's Office, the Police Department, Community and Economic Development, Financial and Management Services, Parks and Recreation and Public works.

Blend of Facilities and Services

The full blend of facilities and services required to address the City's current homeless issue are described above and include increased prevention, expanded outreach, engagement and assessment, improved Day Center services, implementation of coordinated services through the Housing Navigation Center, and opening of a Temporary Bridge Shelter. Those services should be linked to the county-wide Homeless Crisis Response System and to all mainstream resources and community-based services.

In its most simplistic form, the Housing First philosophy would require more units of low-income permanent housing, including permanent supportive housing, to be effective. In the short-term, such a goal is not feasible. Therefore, the City should move quickly to ensure that enough interim housing options, including Temporary Bridge Shelter beds are available to meet the needs of the City's unsheltered homeless population. From its experience, Alpha Project believes the Temporary Bridge Shelter could be brought online within 45 days of selecting an operator and within 60 days it could begin to house an initial population of some fraction of its intended full occupancy. The program could be fully operational within 90 days. Those timelines assume all permits, clearances and other occupancy requirements can be completed with the cooperation of appropriate City departments.

Stakeholders Involved

Achieving the system coordination described above will require the active participation of the City Council, City Manager's Office, Police Department and other City departments, with the support and advice of the Homeless Resource Manager. In addition, the City's coordination of programs and services should involve program operators and other nonprofits, neighborhood groups and associations, Council for the Homeless, the Housing Authority and relevant Clark County departments. Additional voices that should advise the implementation of new programs and contribute to ongoing policy and priority setting include business leaders, investors, private philanthropists, and other individuals with significant interest in addressing homelessness and neighborhood concerns.

It is also important that the inputs of people with lived experience, i.e. formerly homeless, be involved in advising the City regarding the effectiveness and relevance of new programs and services. Formerly homeless people can also provide important insights into weaknesses in the existing system, service gaps and flawed assumptions. Moreover, formerly homeless people can provide unique peer-to-peer connections at the direct service level, helping to overcome barriers to active engagement in homeless services, especially for individuals with special needs.

Alpha Project recommends convening an Advisory Board to provide regular, consistent feedback and input for all programs at 2018 Grand Boulevard. The Advisory Board should include the Homeless Resource Manager, a Police Department representation, merchants, residents and other neighborhood interests.

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Building on Current Infrastructure

The most important addition to the current CoC infrastructure will be the Joint Executive Board, the role of which should include a process for overseeing programs and their performance according to contractual objectives. At the City level, the creation of the Homeless Resource Manager's position will provide City leaders with a constant, reliable source of information to improve program performance and address emerging and ongoing issues. As mentioned above, the Homeless Resource Manager should be supported and empowered to perform his function. It has been Alpha Project's experience that people in positions like the Homeless Resource Manager's are frequent and convenient scapegoats for policy makers. Without the support required to perform his role and implement needed changes, the Homeless Resource Manager will be unable to make the differences the City seeks.

A strengthened City infrastructure will also include incorporating greatly expanded outreach and engagement, as described above, expanding of prevention programs with funds to address housing crises for people at imminent risk of homelessness, and ensuring that all programs in the City employ a single assessment, referral and placement process. There should be no wrong door for people experiencing homelessness to access the system and begin the process of transitioning to permanent housing. The most important facilities and programs to achieve rapid infrastructure improvement will be an improved Day Center (see below), the Housing Navigation Center and the Temporary Bridge Shelter.

Achieving the Goal of Permanent Housing

Achieving the goal of permanent housing placement should begin with an operator of the Day Center, Housing Navigation Center and Temporary Bridge Shelter programs identifying housing resources, both short-term and permanent housing options, for all subpopulations. Those options should include programs and housing units both within the current system and others outside the system. Identifying the full range of housing resources available will be critical to forming a strategy to create or leverage new housing stock to address the full extent of need in the City.

Leveraging new housing inventory can be expedited by:

- Implementing prevention and diversion techniques following best practices at all City homeless programs,
- Providing incentives to landlords willing to work with subsidy programs for the homeless,
- Master leasing multi-unit facilities,
- Implementing roommate matching programs,
- Increasing the availability of subsidies and other forms of rental assistance, both short and long-term,
- Partnering with alcohol and drug treatment programs, as well as other behavioral health service residential programs, and
- Taking advantage of the flexibility of the Housing Authority's Move to Work program.

Additionally, an operational Housing Navigation Center should welcome the presence of County staff and staff from all other contributing organizations, including the Police Department. As noted elsewhere, the concept of coordinated entry and Housing First overlooks the lack of housing

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availability in Vancouver. Moreover, without a large, focused, collaborative staff of housing navigators, what resources might be available are at present under-identified and under-utilized.

The City should understand that CES, as defined by federal policy is permanent housing focused, despite the fact that permanent housing is not the appropriate first intervention for a large share of people experiencing homelessness. Therefore, it is important that the City and the CoC develop an expanded assessment tool and CES that is appropriate for the actual homeless population to be served and housing options available.

Changing Perceptions of Homelessness

The City is challenged by a prevailing perception of the current Day Center. The neighborhood around the Day Center is unduly affected by the concentrated presence of homeless people whose presence diminishes the area's quality of life in a variety of ways. Those people currently have no option but to leave the facility each afternoon and spill out into a neighborhood where they are not welcome and have no access to shelter. To change the current situation, the City will need to ensure that it selects an operator that is willing and committed to the desired change.

The operator of the three connected programs will need to be receptive and responsive to input feedback and, when appropriate, criticism of its operation and the programs' impact on neighborhood interest. The operator will need to be committed philosophically to the belief that it is a neighbor and should be a good one. It should operate programs in the neighborhood that are highly visible and directly engaged in community service. Those programs should include homeless people doing meaningful, dignified work to give back to the community that supports their presence at the Day Center, Housing Navigation Center and Temporary Bridge Shelter.



Examples of activities to serve the neighborhood include, but are not limited to:

- Litter control,
- Peer-to-peer outreach and engagement,
- Graffiti removal,
- Security and perimeter patrols,
- Assistance to low-income residents, and
- Hosting special events.

The facility should also engage the neighborhood through collaborative activities, examples of which include, but are not limited to:

- Community meetings,
- Neighborhood watch and community policing meetings,
- AA/NA and other support group meetings,

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- Community events, including back-to-school drives, canned food drives and other support activities,
- Holiday celebrations, and
- Other special events.

In all ways, the programs should be responsive to the City and the City should set strict standards for accountability through its contract compliance enforcement. Monitoring and overseeing the operator will be particularly important in the initial phase of combined program operation and the City should be actively involved in coordinating the linkage of all three programs to neighborhood interests and stakeholders.



Light the Night Celebration at the Bridge Shelter, attendees include shelter residents, neighbors, Mayor, County Supervisor, District Attorney, sponsors, and more.

Managerial and Operational Practices for an Optimally Effective Day Center

In Alpha Project's opinion, the current Day Center is poorly managed. During a site visit to the Day Center on September 4, Alpha Project observed virtually no control over access to the facility, little client engagement, and an absence of any social modeling to shape and control client conduct. During the same visit, Alpha Project observed neighborhood impacts stemming from client conduct in the community and little effort to mitigate those issues or engage community interests in positive relationships. If the City has provided the resources necessary to effectively staff and manage the Day Center, it should be certain that its contract with the operator includes clear outcome measures and operational standards required for compliance with the City's expectations. The City should also ensure that its chosen operator has both the experience and capacity to operate the Day Center in accordance with the City's goals, objectives and broad vision for an improved response to homelessness. This could entail soliciting competitive proposals from all prospective operators or the creation of an entity to operate the program at the City's direction.

To improve the performance of the Day Center and mitigate the neighborhood issues that have arisen from its current operation, the program should:

1. Control access to the facility through a single point of entry,
2. Issue photo membership cards to all participants and use them upon entry and exit to provide an accurate picture of who is on-site and how frequently members access the facility,
3. Track member engagement in on-site services and document all services rendered in the HMIS,
4. Create and enforce a comprehensive policies and procedures manual,
5. Expand security to the neighborhood surrounding the facility,
6. Incorporate larger scale work programs with expanded services and deploy outreach and community service teams to the neighborhood,

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7. Increase staff engagement with members and add formal, housing-focused case management and housing navigation services,
8. Include new partners and increase the on-site availability of partner-provided services,
9. Model a code of conduct that makes Day Center membership valuable and contingent upon appropriate behavior and participation in housing-focused services, and
10. Participate in neighborhood associations and networks to create a process for regular input and feedback to the community, including input from the recommended Advisory Board, with the Police Department as an important contributor.

The above list is not all inclusive. Many other structural and service delivery changes are required to improve the Day Center and ensure it addresses the City's long-term interest in reducing homelessness and better serving all citizens and institutions. Below is an extensive description in several subsections, responsive to the City's request for this report. Among the recommendations below are recommendations for performance monitoring and enforcing contract compliance, which will be vital to the City's fulfillment of its objectives.



2018 Grand Boulevard, October 2019

Notwithstanding the list above, the Day Center needs to be linked to a well-managed and fully operational Temporary Bridge Shelter in order to meet the City's goals. Without a shelter option, no matter how well the Day Center is run, when it closes it will return homeless people to a neighborhood already affected by homelessness.

The City is the Day Center operator's customer and as such it must demand and enforce contract standards that Alpha Project is happy to share, based upon its decades of experience. Much of the change to be achieved in the current operation of the Day Center begins with the leadership of an operator that is committed to building relationships with homeless people in the neighborhood and working together with the community to respond to issues that affect the community. Responding to those issues effectively will require building trust and rapport with people experiencing homelessness as well as the, residents, businesses, institutions and diverse community interests affected by the Day Center's presence.

To increase the capacity of Day Center staff, all staff should be trained in best practices, including Motivational Interviewing, Trauma-Informed Care and other appropriate practices for reaching the target population in compassionate, culturally, linguistically and experientially appropriate ways. As part of the evidence-backed approach to staffing and training, the operator should consider a process for hiring and training people with lived experience of homelessness and provide internship opportunities and ongoing cross training for all staff. Additional trainings that would improve performance and increase staff capacity include, but are not limited to:

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- Harm reduction,
- De-escalation,
- Critical time intervention,
- CPR and first aid,
- Staff and client safety practices,
- Confidentiality,
- Community case conferencing,
- Social modeling,
- Housing First with low barriers,
- Cultural competency,
- Client engagement techniques,
- Landlord engagement,
- Health and safety,
- Day-to-day operations, and
- Orientation to sub-populations, including TAY, LGBTQ+, seniors, veterans and victims of DV and other trauma.

These topics should be elements of training for not only Day Center staff, but also for the Housing Navigation Center and Temporary Bridge Shelter.

The Day Center's policies and procedures should include a clear code of conduct for members, staff and volunteers and should include explicit consequences for violations of the code of conduct. A Day Center membership card should be a privilege, not a right. Members should have access to a suggestion box and an easy-to-access grievance process for swift resolution of misunderstandings, disagreements, or other issues that affect members' ability to participate in the Day Center's full range of services. In addition to close monitoring of the facility's entries and exits, with photo membership cards, the building should be equipped with proper lighting and security cameras indoors and outdoors and videos should be reviewed regularly to note any unwanted activities in the facility and on its perimeter.

In addition to the basic services listed below (see page 23), an optimal Day Center needs to offer mail and message services and computer lab support with connection to the internet for members to connect with family and other support systems, apply for benefits, create resumes, perform job searches and engage in other online services to help resolve their homelessness. All services should be provided by staff or trained volunteers. During its visit, Alpha Project observed members doing their own laundry. That function, along with all others at the facility, should be performed by the operator's personnel.

The above issues and others are addressed in the following sub-sections.

Controlling Access

The importance of controlling access to the facility through a single point of entry and exit cannot be over-stressed. The right to enter the Day Center and partake of its services should be conditioned upon membership, which, in turn, should be offered to people experiencing homelessness who are willing to

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complete an assessment, intake and orientation. The intake and orientation process should include an introduction to the facility's range of services and a review of the code of conduct for all members, staff, volunteers and partner providers (see below). Upon completion of a VI-SPDAT assessment and provision of other information required for intake, the orientation process should culminate in the issuance of a membership card. Ideally, membership cards should include sufficient member identification to allow easy tracking of facility access and utilization in the HMIS.

Upon accessing the facility, security staff should screen membership cards. An ideal process would include bar codes or other scannable data that can be passed through a card reader and connect with a database system to allow real-time tracking of all members on-site at all times. Membership cards should also be scanned upon exiting the facility to ensure accurate real-time data and that occupancy levels are not exceeded.

By whatever means possible within the City's budgetary means, the current lack of control over access to the facility must be addressed. If this means building or securing fences, gates or other security barriers, then such measures must be undertaken. At present, people can enter the property through a wide, unstaffed gate, putting security personnel at a disadvantage and ruling out any possibility of knowing who is on-site, whether they come and go, and what behaviors they may be engaged in on the edges of the property or in the adjoining neighborhood.

Business Hours

While 8:00 a.m. to 5:00 p.m. are typical hours of operation for human service programs, 7:30 to 5:30 would be better, to allow the neighborhood's high-travel times to be unimpeded by homeless foot traffic coming to and leaving the Day Center. The facility should be open 365 days per year.

No matter what operating hours the City establishes, Day Center security and neighborhood impact practices and protocols should ensure that the facility's closure does not result in a flood of homeless people emptying into the neighborhood with no oversight or expectations. Misconduct observed in the neighborhood should result in the same consequences as violating the code of conduct for the facility. This could include temporary or permanent loss of access, depending upon many circumstances.

In considering the optimal hours of operation for the facility, the City and the operator should consult with neighborhood interests and ensure all concerned parties feel heard. This will build greater trust with the neighborhood and diminish the sense that the Day Center was dumped on neighbors with no opportunity for input.

Closure Policy

The Day Center's closing policy should include detailed procedures for:

- Securing the facility including its entire grounds,
- Monitoring the neighborhood,
- Cleaning and preparing the facility for the next day's opening,
- Reviewing and updating the program logbook,
- Ensuring security cameras and lighting are functional, and
- Performing perimeter security checks.

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All staff should wear readily identifiable uniforms with high visibility at all times as well as name tags with photos and position titles.

In addition, a program component like the Talking Trash program, but greatly expanded, should be used to deploy litter control teams at closure time each day to ensure the neighborhood remains clean and un-affected by Day Center members leaving the facility. The program should provide incentives for members to work on supervised crews to provide not only litter control, but also peer-to-peer outreach to encourage homeless people in the neighborhood to access services. Such a program would provide important social modeling to participants and increase their sense of connectedness to the community. Alpha Project's Wheels of Change and Take Back the Streets programs offer replicable models for such a program in Vancouver to offer vastly more opportunities to men and women seeking to reconnect with their community and gain valuable experience.

Monitoring Contractor Performance

The City's contract with the operator should include specific, measurable outcomes that include, but are not limited to, the following:

- Number of assessments, intakes and orientations provided as well as number of membership cards issued,
- Number of people accessing the Day Center, with demographic and other data tracked in the HMIS,
- Number and type of services provided,
- Number of members increasing their incomes through employment, entitlements, or participation in work programs,
- Number of people linked to active housing navigation,
- Number of people placed in shelter or housing programs, including type of program,
- Number and type of neighborhood services provided,
- Number of community events attended with notes on neighborhood input and any program revisions or other responses to address concerns,
- Number of people retaining their housing, tracked through follow-up, and
- Outcomes for incentive and employment programs offered.

The operator should report to the City monthly on the above performance measures and should include in its reporting any additional contributions to the goals and priorities of the Homelessness Crisis Response System, which could include objectives established by the County, the CoC, of the Housing Authority and should note any client-level and program-level contributions to reduction in homelessness.

The City should ensure that it has designated a contract officer for review of monthly reports and should include in its contract with the operator provisions in the event of under-performance or non-compliance. This might entail re-issuance of a competitive request for proposals allowing the current operator or other entities to respond to a scope of work with quantifiable performance standards in each of the above categories.

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Code of Conduct

The Day Center's code of conduct should be included in its policies and procedures and should include requirements for staff, volunteers, partner providers and members alike. The code of conduct should be posted and signed by all members at the time of intake and orientation. It should be built on a recognition of the difference between low barriers and no barriers and should be written to reflect the importance of social modeling by program staff with explicit rules for behavior in and around the Day Center.



Social modeling begins with the awareness that behavior is reflective of an environment through the process of observational learning. In other words, people behave in an environment according to what they observe. Observed individuals, i.e. models in Day Center programs include staff as well as peers. These models provide examples of behavior to observe and imitate. People are more likely to attend to and imitate those people they perceive as similar to themselves and, as research shows, they are more likely to imitate behavior modeled by people of the same gender. One implication of this fact is that if security staff, for instance, are all male, female clients will be less likely to connect with them. In any event, it is critical that security and service staff be consistent across the board in their modeling of appropriate Day Center conduct.

Moreover, influence can be both direct and observed. The people around the client (being directly influenced) will respond to the behavior they imitate when either reinforcement or punishment is administered. If a client imitates a model's behavior and the consequences are rewarding, not only the client but others around them are likely to continue the behavior.

The Day Center code of conduct should recognize all these facts and should include the following, at a minimum:

- No possession or of alcohol, controlled substances, weapons or other contraband,
- No threatening speech or behavior,
- No vulgar or offensive speech,
- No insensitive or intolerant speech that could threaten anyone based on gender, age, race, religion, orientation or other factor,
- No conduct that is destructive to the facility or disruptive to an appropriate, peaceful, professional human service milieu,
- No unwanted advances or solicitations of any person, and
- No nudity or offensive exposure.

In addition, members should be required to smoke only in designated areas and food and beverages should be consumed in an area of the Day Center separate from the designated smoking area. See also the Temporary Bridge Shelter rules on page 32-33 of this report, which should be adapted as necessary for the Day Center.

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Day Center members should be actively involved in the daily maintenance and upkeep of the facility. Including members as valuable contributors to the program fosters a sense of ownership and responsibility and decreases the incentive to misuse the site or take its services and amenities for granted. Member incentives are effective motivators and can help facilitate members' willingness to engage with services in a mutually respectful relationship. As an example, see Alpha Project's Passport Program list on page 33.

Staff-to-Client Ratios

In most human service programs that work with people experiencing homelessness, and ideal ratio of service staff to client is 1:25. Obviously, funding is the limiting factor in maintaining such a ratio. That number should include direct service personnel and should be in addition to security staff.

Provision of Showers, Laundry, Storage and Other Basic Services

The basic services at the Day Center, which should be ADA-compliant, should include, but are not limited to:

- Showers,
- Restrooms and wash stations,
- Laundry facilities,
- Mail services,
- Telephone access and message services,
- Safe drinking water,
- Computer access,
- Personal storage,
- Refrigeration for medications,
- Access to testing for communicable disease,
- Transportation assistance,
- Access to employment services,
- On-site partners, and
- Community space for activities and group events.

All basic services should be facilitated by Day Center staff or on-site partner providers.

In addition to these basic services, the full range of services offered through the Day Center should be linked to a system of housing navigation, coordinated entry and housing placement and should include the program elements listed in the following section.

Additional Services Needed

The Day Center should offer enhanced services, including services provided by partner organizations and public agencies. Such services include, but are not limited to:

- Veterinary and other pet care services,
- Access to primary and mental health care,
- Health screenings for infectious disease and chronic conditions,

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- Assistance with access to transportation resources,
- Housing navigation, unless offered at the Housing Navigation Center,
- Partnerships with behavioral health and substance abuse treatment providers, and
- A television and socialization area plus recreation and social activities to increase a sense of community

Beyond these direct member services, the Day Center should participate in multi-agency case conferencing both on- and off-site, especially for members with special needs, should incorporate work programs and direct service to the neighborhood, and should create incentive-based programs for engagement in services leading to stabilization and housing. As noted above, one example of such a program element is the Passport Program used at Alpha Project's Temporary Bridge Shelter to encourage willing participation in and completion of all phases of orientation, screenings, partner-provided services and other amenities offered on-site (see "Coordination of Services" on page 32). The program is privately funded and provides incentives in the form of a backpack with a running suit, gift card, hygiene packs and socks. Since implementing the Passport Program at the Alpha Project Temporary Bridge Shelter, participation in the services listed above has increased by approximately 80%. Residents who engage in services once are more likely to continue engaging once trust is established.

Security in the Day Center and Surrounding Community

As described above in several sections, it is critical that the City enforce with the operator the importance of being a good neighbor, keeping the community clean and safe, and working to ensure that the Day Center's operation contributes to the neighborhood's quality of life, rather than diminishing it. This must include mitigating issues related to individual memberships by linking their conduct and behavior to their continued access to and use of the facility and its services. Issues including camping on the sidewalks, use, purchase or sale of alcohol or controlled substances or alcohol in the vicinity or any other behavior or conduct that would make the Day Center a bad neighbor must result in consequences. Specific recommendations to improve security for the Day Center and surrounding community include:

- Closing the main gate and keeping the entire facility gated and secure at all times,
- Making only one point of entry and exit staffed at all times by security personnel,
- Use of membership cards,
- Providing security staff with a golf cart or other vehicle to patrol the neighborhood,
- Adding security video cameras to the interior and exterior of the property, and
- Ensuring there is sufficient exterior security lighting to discourage unwanted activity in the area.

At present, the City contracts separately with the Day Center operator and security provider. While this practice does give the City direct control of the security contractor, it also means that the operator and security providers are not on the same page, programmatically. Moreover, it excludes security personnel from the trainings listed above, such as social modeling and trauma-informed care. Ideally, security personnel should be an integral part of the operator's team and should be part of community-based services, including security patrols, clean-up projects and other services that include Day Center members.

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The operator's security staff should approach the Day Center with special attention to the program's impact on the surrounding neighborhood and should work closely with the Police Department including HOT and HART teams. Police officers should regularly visit the center and should be welcome at all times. Staff and members alike should establish relationships with officers through regular contact and free and trusting communication. The operator's executive leadership should remain in close contact with City officials to respond to emerging trends and events and to assist in the implementation of strategies to maintain an environment conducive to neighborhood well-being.

Entry and Exit Procedures

In addition to restricting access to a single point of entry and exit, monitored by security staff and restricted to members with rightful access to the property, Alpha Project recommends that the City require the operator to adopt a comprehensive entry and exit protocol to be included in its policies and procedures. Entry and exit procedures should include required safety elements, provisions for screening of all individuals seeking access, procedures for denying access, requirements for conduct upon entering or exiting, including initial entry, which should include the formal assessment, intake and orientation described above. As an example, the following text is taken from Alpha Project Temporary Bridge Shelter policies and procedures manual.

- *Initial intake and VI-SPDAT assessment done by Alpha Project Bridge Shelter staff. Intakes consist of completion of an intake form including resident's demographics and all mandatory HMIS Clarity questions, medication log, service animal/emotional support letter, certification of homelessness, signing of shelter rules and regulations (with a copy given to each client), bed assignment, distribution of blankets and hygiene packs. All required information will be entered into HMIS Clarity within 24 to 48 hours.*
- *Bridge Shelter staff will log all intakes and exits in the daily activity log.*
- *A daily bed list will be generated by Bridge Shelter staff.*
- *Disabled residents requiring a bottom bunk will be noted on the application form.*
- *Residents will be responsible for all medications, except those requiring refrigeration. Refrigerators will be provided.*
- *A sharps container will be provided for proper disposal of diabetic supplies.*
- *Staff will review Bridge Shelter rules with each resident and obtain a signed agreement of these rules upon intake. Residents will be provided a copy.*
- *Residents upon receiving a bed assignment will be issued an identification badge containing name, date of intake, bed number, and resident's signature.*
- *All residents entering the Bridge Shelter may be subject to a property search for the safety of staff and residents, if staff deems it appropriate. Examples would be reasonable suspicion of possession of drugs, alcohol or weapons.*
- *Bridge Shelter staff will perform a bed check at 8:00 p.m. each evening to determine how many beds are available. The program will always accept the most vulnerable first (i.e. medically frail, physically disabled, women and seniors). Outreach staff on second shift will ensure the beds are occupied each night.*
- *Security will be responsible for completing regular fire watches, security checks and securing the outside perimeter of the facility within the neighboring community.*

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- *Residents may be exited for violation of the rules of the Bridge Shelter or not being present for bed check. Exceptions will be made for emergencies and documented work schedules or prior authorization by Bridge Shelter staff.*
- *When a resident is exited for missing bed check, all property is bagged and labeled with name, bed number, date, time and total number of bags and logged.*
- *When a resident is asked to leave for non-compliance of rules, the resident must take all belongings with them. You may be terminated from the program for the following reasons, although not limited to fighting, stealing, and threatening behavior, bringing drugs and/or alcohol on site.*
- *Alpha Project will ONLY hold exited resident's property for 72 hours. If resident does not pick up belongings within those 72 hours all property will be discarded.*

Not all elements of the entry and exit procedures for a shelter program are applicable to the Day Center, a list of procedures like the foregoing should be developed and enforced for the Day Center.

Resources Required to Improve Neighborhood Safety and Quality of Life

The resources required to improve neighborhood safety and quality of life include both capital and personnel funds. As indicated above, a patrol vehicle, security cameras, adequate fencing and other barriers are all elements of addressing the City's objectives. So is the provision of a sufficient number of trained, engaged security personnel.

In addition to financial resources, the City should also facilitate closer coordination between the Day Center operator and other neighborhood stakeholders and should ensure that the Police Department works closely with the Day Center, including regular on-site visits and response to calls, to prevent or intervene in cases of criminal conduct or other behavior detrimental to the neighborhood.

These are essential resources needed to address the current situation. The outward-facing community programs and outreach and engagement programs are recommended to fully transform the status quo and incorporate the Day Center as a positive element in the community. The Day Center operator's current Talking Trash program, which deploys a supervisor and three homeless or formerly homeless community cleaners five days a week throughout the City to remove trash along a designated route, should be expanded with funding for more crews and activities. Litter and trash clean-up is an important community service, but crews could also work with the City to provide minor repair services, graffiti removal, weed and brush clearance and other highly visible community benefits. Alpha Project's work crews provide these services and more and also enlist homeless and formerly homeless people



Alpha Project work crew performing community service, San Diego.

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as peer-to-peer engagement workers, helping to build a bridge to services for people reluctant to engage with outreach staff and/or service providers.

While the essential resources described in this sub-section are important to improving the operations and impact of the Day Center, still, the biggest neighborhood impact will come from successful operation of the Temporary Bridge Shelter, described below.

Operation of Outward-Facing Community Programs

As described above, the City should require the operator to participate in neighborhood networks, taskforces and other groups and should require reporting on that participation, input received and responses to feedback. The operator needs to be connected to neighborhood residents' and merchants' groups and should be involved in any neighborhood-wide initiatives. There should be an easy process for hearing and responding to neighborhood issues and concerns.



Shelter Residents, staff, neighbors, providers, and other community members gather regularly at the shelter to discuss best practices and community involvement, San Diego.

The Day Center should also include opportunities for members to participate in staff-led community clean-up projects and other neighborhood improvement activities. The goals of those projects and activities should be 1) to engage members in meaningful work and increase their connection to the community at large, and 2) to shift neighborhood perspectives by showing the contributions of people experiencing homelessness rather than the undesired impacts of their presence.

The Day Center should also be led with input from the Advisory Board, described above, and the facility should be available during non-operating hours to host community events and provide additional neighborhood benefits. These could include holiday events, neighborhood meetings, hosting community organizations, AA and NA groups and many more activities to make the Day Center an active, involved community-based center. The facility at 2018 Grand Boulevard can be a place for celebrations, recognitions and positive experiences for the community. Elected leaders and other officials should be invited to events to partake of the facility's positive energy and to develop a sense of connection to the site.

Outreach and Engagement Programs

The Day Center should be part of outreach and engagement activities as described above. Outreach programs should align with regional objectives and outreach personnel should contribute to the work of the Day Center through outreach to persons experiencing homelessness in order to facilitate their access to the Day Center and its housing navigators. Day Center staff should coordinate with outreach teams to prioritize bridge shelter placement, housing navigation services and stabilization assistance on a priority basis that best addresses documented gaps and needs. Outreach staff should maintain engagement with high-priority individuals by contacting them on the street and other service sites and

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should encourage each individual's use of the Day Center's resources, including through warm hand-offs to Day Center staff and through continuing advocacy on behalf of people experiencing homelessness with service providers throughout the City and County.

Outreach teams should drive marked, readily recognizable vans, and should be able to provide transportation to people willing to engage in services at the moment they are willing to go. Outreach staff and all other program personnel should wear distinctive, easily recognizable uniforms at all times. Outreach teams should provide daily coverage of areas with large concentrations of homeless people. Outreach staff should be equipped with tablets or other mobile internet-connected devices to allow staff to access HMIS and CES records. If an assessment needs to be completed, mobile technology should allow staff to upload results to the system.



Identifiable Alpha Project outreach worker in a clearly marked van builds rapport with people living on the streets, San Diego.

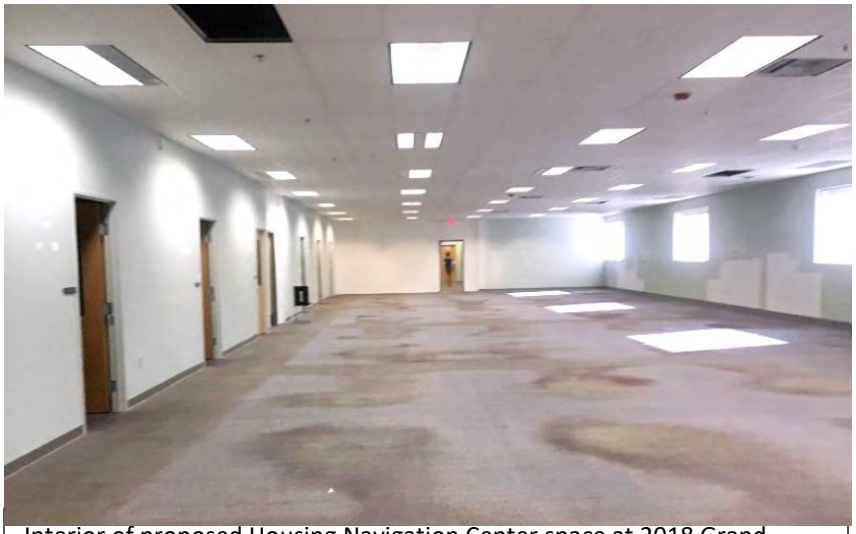
Outreach staff should attend any and all community meetings, CoC meetings or other networks and meetings and should be available for presentations and education to businesses and residents. Outreach teams should work closely with partnering agencies and HOT and HART teams and should be available for business and residents to address immediate concerns. Outreach teams should also engage the community as they conduct outreach, eliciting feedback and input.

In the end, however, outreach and engagement efforts will require a Temporary Bridge Shelter to achieve their greatest impact.

Design and Operation of a Housing Navigation Center

The basic philosophy of the Housing Navigation Center should be to work with people experiencing homelessness as part of a coordinated system to move them with appropriate supports through the process of identifying, obtaining and retaining housing appropriate to their long-term needs. The Housing Navigation Center should focus on rapid placement of individuals and families in housing following individualized housing plans that identify each individual or family's unique needs, vulnerabilities, priorities and capacities. This should be done with the awareness that not all people experiencing homelessness can access or retain permanent housing without first stabilizing and addressing housing readiness objectives, a factor the Temporary Bridge Shelter is meant to address.

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Interior of proposed Housing Navigation Center space at 2018 Grand Boulevard.

The Housing Navigation Center should offer adequate office space, one-on-one client meeting space, conference space and waiting room areas with minor amenities to serve the intended population and ensure service coordination from multiple providers, public and private. The Housing Navigation Center operator should have specific, quantifiable performance and outcome measures in its contract with the City and should be required to report on those measures with provisions for non-compliance or under-performance. The operator should be empowered to leverage multiple resources from partners in the CoC and from departments of City and County government.

The Housing Navigation Center should be an integral component of the CES headed by Council for the Homeless and should be the principle source of housing referral and placement in the City, with linkage to the Day Center and Temporary Bridge Shelter, as well as outreach and engagement programs and all other aspects of the CoC. The existing space could be quickly prepared, equipped and furnished to commence operation and its connection to the Day Center provides an ideal opportunity to begin serving high-need subpopulations and the largest daily concentration of homeless adults in Clark County.

Linking the Day Center to the Housing Navigation Center

The Day Center should be a direct portal of entry to the Housing Navigation Center and members should be incentivized to connect with the Housing Navigation Center to ensure they are engaged and actively using the services available from the combined 2018 Grand Boulevard programs. The Housing Navigation Center should NOT be an overflow space for the Day Center and access should be for those people actively working with or beginning the process of working with housing navigators to achieve placement. Housing Navigation Center clients should be a priority for Temporary Bridge Shelter placement and all residents should be connected to housing navigators at the Housing Navigation Center.

Providers and Services Needed at the Housing Navigation Center

Services at the Housing Navigation Center should be comprehensive and should be coordinated in each individualize housing plan to address impediments to housing access and retention. In addition to housing navigation, the full array of partner provided services should include, but are not limited to:

- Benefits enrollment,
- Vital records (IDs, birth certificates, etc.),
- Legal assistance,

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- Transportation assistance,
- Emergency food, hygiene items, clothing and other in-kind supports,
- Childcare and school placement assistance,
- Translation and interpretation services,
- Physical and mental health care,
- Substance abuse treatment,
- Veterans services,
- Domestic violence and other crisis services,
- LGBTQ-focused services,
- Services for transition-aged youth,
- Senior services,
- Family reunification and other shelter diversion interventions,
- Education and training programs, and
- Employment placement assistance.

All services should be provided by culturally and linguistically competent providers and should be based in best practices, including Motivational Interviewing, Cognitive Behavioral Therapy, Trauma-Informed Care and other models.

Focusing on Housing Placement through Coordinated Entry and Assessment

The Housing Navigation Center should employ shelter diversion as an approach to help individuals identify resources and options for immediate alternative housing arrangements. Shelter diversion and prevention should help to ensure that the Temporary Bridge Shelter's beds are being held for those individuals who do not have another safe housing alternative. Prior to placement in shelter, Housing Navigation Center staff should utilize shelter diversion strategies to prevent long-term, repeated shelter stays by quickly placing individuals into permanent housing, or pursuing other avenues as appropriate for each individual, including family reunification or assistance returning to a home out of the area.

The Housing Navigation Center's housing navigation services should employ Motivational Interviewing, Trauma-Informed Care, multi-party Community Case Conferencing and other best practices to ensure equitable treatment of all participants and to maximize the program's effectiveness in preparing residents for placement in appropriate permanent housing and long-term housing retention. Program staff should attend and contribute to any meetings or trainings required by the CoC and should partner with the City in a collaborative improvement process by identifying and implementing improvements indicated through program data and regular reporting.

As indicated elsewhere in this report, it is important to note that the permanent housing focus of a CES and the Housing First philosophy discounts the very real fact that a significant portion of people experiencing homelessness cannot function in independent housing. For some people, permanent supportive housing is an option. However, given the shortage of permanent supportive housing units in the City and County and the need for people to stabilize and prepare for housing, when it becomes available, the placement focus of the Housing Navigation Center must include Temporary Bridge Shelter and other shelter placement options.

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Connection to Temporary Bridge Shelter

As in the case of the Day Center, the effectiveness and outcomes of the Housing Navigation Center will be dependent on the availability of shelter through the directly connected Temporary Bridge Shelter. In fact, without an adequate supply of shelter beds, neither the Day Center nor the Housing Navigation Center can achieve the City's desired results. The same is true for outreach and engagement, coordinated entry and all other integral components of the CoC. Given the space available in the current facility and the unmet need in the City and entire CoC, Alpha Project recommends opening a Temporary Bridge Shelter at 2018 Grand Boulevard. The Temporary Bridge Shelter is described in the following section.



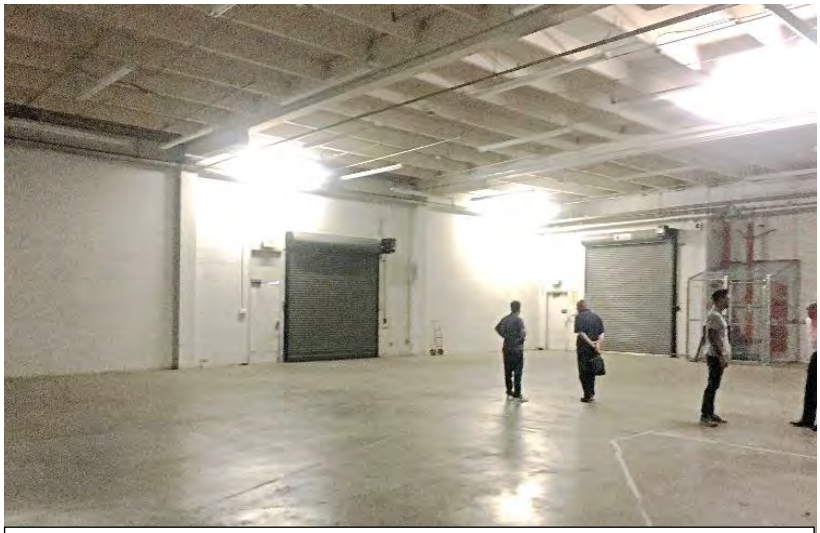
Identifiable Alpha Project outreach worker and client, San Diego.

Appropriateness of Temporary Bridge Shelter Connected to the Day Center and Housing Navigation Center

As mentioned in the initial section of this report, Alpha Project has hosted 78 delegations from more than 50 cities, counties, states, units of government and foreign countries. Those delegations represent communities that face challenges like those facing Vancouver. Each has come to observe a program that can be replicated in their jurisdictions to address the critical gaps left behind by Housing First, coordinated entry and other federally driven focus areas for homeless CoCs. The proposed Temporary Bridge Shelter in Vancouver will be the linchpin in the City's response to its current homeless crisis. It should be directly connected to the Day Center and Housing Navigation Center and it should follow best practices and demonstrated evidence from programs of its type, including Alpha Project Temporary Bridge Shelter in San Diego.

Design and Usage of 2018 Grand as a Temporary Bridge Shelter

The warehouse space adjacent to the intended Housing Navigation Center at 2018 Grand Boulevard offers the City an ideal option for siting a Temporary Bridge Shelter. As noted above, with reference to the Day Center, locating such a facility outside Downtown is unusual. However, the structure itself is most likely unique and with minimal retrofitting can easily accommodate all the intended programs, services and functions described throughout this report.



Interior of proposed Temporary Bridge Shelter space at 2018 Grand Boulevard.

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Alpha Project recommends a capacity of at least 150 shelter residents, divided by gender in accordance with the Point-in-Time count's observed percentages of unsheltered men and women (54% and 46%, respectively). Additionally, the total bed count should include safe space for transition-age youth, seniors, the disabled, gender nonconforming individuals and individuals in crisis placed by the Police Department's HOT and HART teams. There should be space included for one-on-one consultations between residents and staff, along with space for partner providers, case conferencing, communal dining, television and leisure activities. The Temporary Bridge Shelter should be open around the clock, 365 days a year.



Alpha Project staff and Temporary Bridge Shelter resident, San Diego.

The facility should include men's and women's showers and restrooms, meals, space for safe storage of personal belongings refrigerator for medications, along with other basic services.

Coordination of Services

Each resident's stay in the program should begin with an assessment using the VI-SPDAT described above, if one has not already been administered, followed by an intake process that ensures all HMIS data is gathered and included in the database. Following intake, the orientation process for each resident should include familiarization with the program's code of conduct, which should include the following rules.

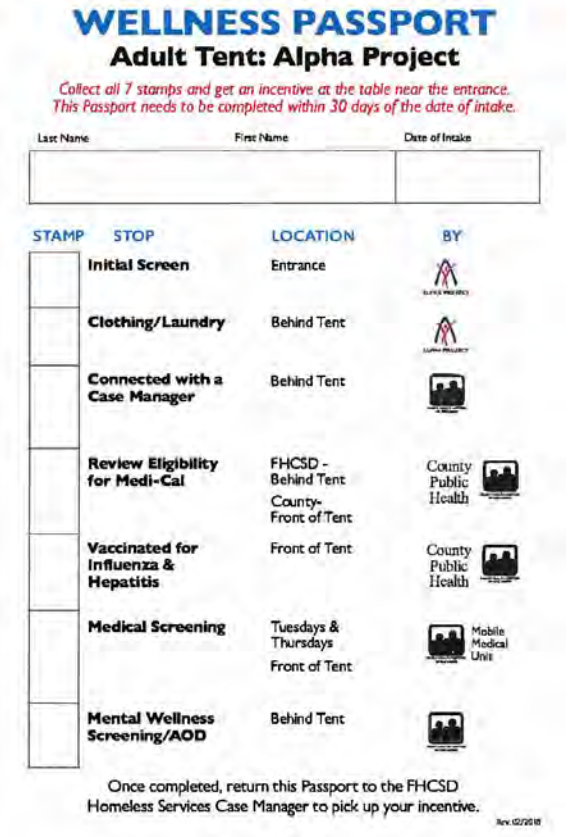
Rules for Temporary Bridge Shelter Residents

1. Staff members and other residents are to be treated with respect at all times. Violence and /or threats of violence are not allowed; neither are aggressive behaviors, including use of profanity, racial slurs, sexual or inappropriate comments and/or remarks, shouting or fighting.
2. Use or possession of drugs, drug paraphernalia and/or alcohol are not allowed at any time on the property.
3. Staying out overnight, without prior written approval from the case manager is not allowed and will result in loss of your bed.
4. No weapons may be in residents' possession on the property at any time. Knives and other weapons must be checked in with security.
5. All residents are required to submit to a search upon request by security.
6. No resident may steal from either the shelter or its residents.
7. No behavior is allowed that could jeopardize the safety of any other resident or staff (including but not limited to burning candles or incense, causing fire hazards and any and all safety violations)
8. Residents must smoke only in designated areas.
9. Residents must comply with staff direction to maintain cleanliness and sanitary conditions daily.
10. Residents may not misuse or destroy shelter property.
11. [Operator] will not be responsibility for any lost, stolen or damaged property.
12. Showers are open from [hours] unless prior arrangements have been made.

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13. Residents are permitted to possess a maximum of two bags, which must be kept under their assigned bed.
14. Residents may not hang items on beds or bed posts.
15. Residents may not tamper with bed numbers or other people's property.
16. Residents must wear their ID badge at all times while inside the shelter.
17. Residents must keep their sleeping area neat and clean.
18. Women and men may not loiter in each other's sleeping areas.
19. Meals are served at [hours]
20. Bicycles must be kept in designated area at all times.
21. [Operator] will only hold personal property for 72 hours, after which unclaimed property will be disposed of
22. Curfew is at 8:00 p.m. to reclaim beds. Lights out is at 10:00 p.m. Sunday through Thursday and 11:00 p.m. Friday and Saturday. Residents must remain on-site after 8:00 p.m.
23. No loitering is permitted outside the perimeter of the shelter. The perimeter must be kept clean at all times.
24. Residents may not use or possess illegal drugs at the shelter and clients must comply with all applicable federal, state, and local laws.
25. Residents may not possess alcohol on the premises at any time.
26. Residents must maintain possession of all prescription medication. Shelter staff is NOT permitted to hold or dispense medication, with the exception of medications requiring refrigeration.
27. All animals must be on a leash at all times and residents must clean up after their pets. Animals may not be bathed on site. The shelter only excepts service animals.
28. To preserve confidentiality and privacy, residents may not video or photograph any resident, staff member or community partner while on the property.

As described on page 23, new residents should be given an incentive to complete all wellness objectives, with services provided either by Clark County Public Health or a private healthcare partner. To the right is an example of the Passport checklist provided to all residents of Alpha Project's Temporary Bridge Shelter.



WELLNESS PASSPORT

Adult Tent: Alpha Project

Collect all 7 stamps and get an incentive at the table near the entrance.
This Passport needs to be completed within 30 days of the date of intake.

Last Name | First Name | Date of Intake

STAMP	STOP	LOCATION	BY
	Initial Screen	Entrance	
	Clothing/Laundry	Behind Tent	
	Connected with a Case Manager	Behind Tent	
	Review Eligibility for Medi-Cal	FHCSD - Behind Tent County- Front of Tent	County Public Health
	Vaccinated for Influenza & Hepatitis	Front of Tent	County Public Health
	Medical Screening	Tuesdays & Thursdays Front of Tent	Mobile Medical Unit
	Mental Wellness Screening/AOD	Behind Tent	

Once completed, return this Passport to the FHCSD Homeless Services Case Manager to pick up your incentive.

The Temporary Bridge Shelter should have a procedure for linking residents to active, effective housing navigation through the Housing Navigation Center and should provide case management and advocacy, crisis intervention, basic hygiene and shelter services, linens and other bedding, laundry service, message and personal storage services, meals served on-site and access to a range of other on-site supportive services provided by the operator and its partners. Additional services to benefit residents and the community as a whole should include infections disease testing, neighborhood security patrols and clean-up services, and opportunities for residents to participate in meaningful work projects.

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The program should coordinate with and provide referrals to and advocacy with County, State, and federal programs, as well as nonprofits and social service agencies, as appropriate. The program should also provide assistance in locating safe and affordable permanent or other longer-term housing residents, including determining diversion opportunities or housing interventions outside of CES when appropriate. Case Managers and additional support staff should provide support to the Housing Navigation Centers personnel as necessary to assist residents with housing applications and supportive and subsidized housing paperwork. The operator should provide information and referral services to all member organizations of the CoC and to mainstream benefits and resources, landlords and nonprofit housing providers, as well as a range of adjunct services including legal assistance, individual and family counseling, domestic violence interventions, veterans' healthcare and other benefit programs, transportation options and all other community service options. Case Managers should serve as the primary point of contact for all resident referrals, unless that function is provided by staff at the Housing Navigation Center. Information should also be available via print materials, hand-outs, flyers and other literature, which should be available on-site at all times.

The operator's policies and procedures should ensure that all services are coordinated and that all partner providers are connected through multi-agency case conferencing. Some services may be provided by Housing Navigation Center personnel and/or partner providers working from the Housing Navigation Center. The important, essential aspect of coordinating multiple inputs is working from individualized housing plans developed for each resident in accordance with their complete needs and optimal housing goals.

Policies, Procedures and Operational Guidelines for a Temporary Bridge Shelter

At a minimum, the Temporary Bridge Shelter's policies and procedures manual should address all of the following elements:

- Program overview,
- Operational guidelines,
- General intake policy,
- Intake prioritization and selection policy,
- Coordinated entry, outreach and placement,
- Outreach activities,
- Housing navigation,
- Procedure for turnover beds,
- Routine sanitation and infectious disease prevention and mitigation,
- Daily schedule of operations,
- Confidentiality and release of information policy and procedures,
- Disclosures required by law,
- Internal and external incident reporting,
- Grievance procedure,
- Laundry procedures,
- Meal and food service procedures,
- Guidelines for volunteers,
- Provisions for on-site service partners,
- Safety procedures,

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- Evacuation procedure,
- Emergency contact information, and
- Code of conduct.

Essential Services and Housing Placement Goals

Essential basic services should include, but are not limited to:

- 150 beds for single adults 18+ experiencing homelessness in an ADA-compliant facility,
- At least two (2) meals per day,
- Showers, wash stations, restrooms, laundry facilities, and storage
- Routine operating supplies, including but not limited to hygiene products,
- Telephone access and message services
- Janitorial and routine maintenance services,
- Waste removal and disposal services,
- Refrigeration for medication,
- Regularly laundered linens, and
- Access to testing for communicable diseases augmented by health services through a partner provider.

Additional services should include case management, with multi-party case conferencing, along with use of Motivational Interviewing and Trauma-Informed Care approaches. Staff should provide immediate and short-term emergency crisis intervention to individuals in order to restore stability. The operator should work with partners in the community to provide resources needed to individuals in crisis. Such crisis situations may include domestic violence, suicidal thoughts, mental or physical health issues, or other risks to an individual's well-being. All staff should be trained to identify a crisis situation, assess situational needs, apply techniques to stabilize or diffuse the situation, including the principles of trauma-informed care, and to encourage utilization of coping skills. Staff should be trained to identify special domestic violence needs and treatment considerations. All personnel should complete crisis intervention training, including any trainings provided by and/or required by the RTFH and the Housing Commission under the terms of the proposed contract.

Initial case management meetings for each resident should occur within 48 hours of admission to the program, at which time staff should determine that residents have been routed to the appropriate housing intervention according their assessment score. Case Managers or equivalent staff should be active listeners and should encourage residents through motivational interviewing techniques to identify and express their own housing goals. Case Managers should fully inform residents of the program's complete range of services, including employment opportunities, and should document and address any critical issues identified at the time of admission. While maintaining a low barrier to program participation, Case Managers should schedule follow-up meetings with residents on a regular basis to ensure progress is made rapidly toward a permanent housing placement or other longer-term placement appropriate to each resident's unique needs and abilities.

The overall objective of the program should be to offer a safe place for adult single men and women experiencing homelessness to receive bridge housing and appropriate services while preparing for permanent housing placement. The program should contribute to the City's goal of ensuring instances

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of homelessness are rare, brief, and non-recurring. All services should be easily accessible and evaluated for effectiveness on a regular basis.

Through provision of coordinated, comprehensive services, the program's goals should include achievement of the following outcomes and targets:

Outcome: Low barrier to entry
Measure: Assessed resident needs and HUD homelessness categories
Target: 100% of residents

Outcome: Access to resources/services to move into permanent housing and stabilize
Measure: Average length of stay
Target: A goal of 120 days or less

Outcome: Exits
Measure 1: Exits due to non-compliance with program rules
Target: Less than 20% or residents

Measure 2: Positive exits for residents remaining in the program 30 days or longer
Target: At least 30% of residents remaining 30 days or longer will exit to permanent housing

Measure 3: Positive exits for residents remaining in the program 30 days or less
Target: Undetermined, but to be documented in program reporting

Measure 4: Recidivism
Target: Of residents exiting to permanent housing, 15% or less should return to shelter within 12 months

Outcome: Efficient and effective use of resources
Measure: Monthly average occupancy rate
Target: The program should maintain an average occupancy rate of 90% from the date of full operational capacity

Outcome: Data Quality
Measure 1: Missing or incomplete data
Target: No more than 5% of program and client-level data should be incomplete in the HMIS

Measure 2: Timeliness of data entry
Target: 100% of data should be entered in the HMIS within three days

Outcome: Customer Service
Measure 1: Shelter resident satisfaction
Target: Operator should administer satisfaction surveys and document satisfaction levels in its periodic reporting to the City

Measure 2: Critical incident reports

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Target: Operator should document all critical incidents in its periodic reporting to the City

Outcome: Demographics
Measure: Program residents
Target: Operator should document resident demographics and demonstrate diversity in its periodic reporting to the City

Outcome: Community Outreach
Measure: Community meetings and feedback solicited
Target: Operator should document its participation in community meetings and other outreach activities and provide a summary of its activities in its periodic reporting to the City

Mitigation of Neighborhood Impacts

The operator should understand its role as a neighbor in a mixed-used community, the need for coordination with law enforcement and the philosophical approach needed to deal with the issues affecting the neighborhood around the 2018 Grand Boulevard. Selection of an operator should include assessment of a prospective operator's commitment to the neighborhood and willingness and ability to engage community leaders through an Advisory Board.

Appropriate and informed Temporary Bridge Shelter personnel (along with City staff and Police Department liaisons) should attend community meetings to ensure participation of neighborhood stakeholders and to ameliorate any concerns regarding siting and operation of the program. The operator should provide access to and channels for community feedback, commentary and expression of any concerns and should demonstrate to the City's satisfaction that community input has been heard, documented and incorporated in the program's policies and procedures manual.

The program should incorporate community service projects through a process of resident engagement, as described elsewhere in this proposal, and those projects should allow for peer-to-peer engagement of people on the streets while providing direct, visible benefit to the neighborhood. The program should collaborate directly with the Police Department's HOT and HART teams and should be an active participant in neighborhood networks, as well as provide community policing. The program should also accept and encourage outside entities to provide congregate feeding and other activities in lieu of such activities being conducted on the streets.



Response to Criminal Activity

Along with the recommendations included in previous sections, Temporary Bridge Shelter security staff should be visibly present in the neighborhood through regular patrols and should notify the Police Department of any observed criminal activity. Police officers should be welcome at on-site meetings and should be included in the Advisory Board described above. The neighborhood should be aware of

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the security measures implemented at the site, including exterior lighting and security cameras, and program staff should welcome all input from the neighborhood through a well-publicized, easily accessed process for complaints, suggestions or other input. Police Department data should be analyzed regularly following commencement of Temporary Bridge Shelter operation to assess the program's impact on the neighborhood.

Reducing Neighborhood Impact During Day Center Hours of Non-Operation

The existence and proper management and operation of a 150-bed Temporary Bridge Shelter will be the most important element of a comprehensive approach to reducing the impact of homelessness on the neighborhood 24 hours a day. Security staff should be trained in the best practices described above and should include individuals with lived experience of homelessness. Security should patrol the perimeter of 2018 Grand Boulevard and the adjoining neighborhood and should maintain close relationships with the Police Department. The code of conduct for residents should include a prohibition of loitering, littering and disruptive behavior in the neighborhood and security staff should document all occurrences of any deleterious neighborhood impact. As in the case of the Day Center, the facility should be well lit and should be equipped with video security cameras.

The Advisory Board should discuss the implications of any policies or procedures that could affect the surrounding neighborhood. The wisdom of law enforcement should be actively sought out and should be incorporated in the program's policies and procedures.

Options for Shelter Placement

In addition to the Temporary Bridge Shelter, all other providers of shelter in the City and County should accept referrals of assessed individuals and families referred through the Housing Navigation Center according to each program type, target population served and the unique needs of those individuals and families. It is important that the City's contributions to the current Homelessness Crisis Response System include awareness that permanent housing placement is not always optimal, timely or even possible. Consequently, the full range of shelter options should be available to expand the effectiveness of the Temporary Bridge Shelter and placements of residents in non-permanent housing options should be considered a successful outcome.

Additional components of a coordinated system should include any seasonal or emergency shelter programs along with the use of motel vouchers, roommate matching programs and other alternatives to placement in single-resident or single-family permanent housing.

Engagement of Community Interests

As discussed extensively in this report, the program operator needs to be connected to all community groups and should enlist them as allies, not antagonists. The neighborhood impact from the initial roll out of the current Day Center program can be reversed and implementation of the full range of programs and services recommended for 2018 Grand Boulevard can be a benefit to the neighborhood, not a detriment. The City and the operator should be at the forefront of an effort to change perspectives, address current issues and prevent new ones.

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Compliance Oversight and Other City Responsibilities

The City needs to be clear with any prospective operator that contractual terms and objectives are minimal requirements and that compliance with those requirements is not optional. The City should tie funding to performance, demonstrated through accurate and timely outcome reporting, including outcomes that measure the reduction in neighborhood impact from the status quo. If necessary, the City should provide formal training with the operator to ensure its expectations are understood and that the overall goals for an improved response to homelessness are embedded in the operator's policies and practices.

Performance Monitoring

The operator should be required to participate actively in compliance and performance monitoring and improvement activities required by the City. The Temporary Bridge Shelter should be monitored internally by executive staff as part of the operator's quality control procedures and its performance should be tracked and recorded through full, timely participation in the CES, HMIS and any other networks or shared databases required of programs in the CoC.

The operator should be required to attend and contribute to any meetings or trainings required by the City or the CoC and should partner with public agencies in a collaborative improvement process by identifying and implementing improvements indicated through program data and regular reporting.

Maintaining all appropriate documentation in the HMIS is critical. Staff should provide all required data entry, analysis and reporting in the HMIS for timely assessment of the program's status and performance and access to client-level data. Additionally, reporting should incorporate data from individualized case files, partner provider service summaries and other client-level documentation of engagement and outcomes. Reporting should include the number of service contacts, successful housing placements and a summary of performance regarding all required elements of the City's contracted scope of work.

Outcome reporting should inform the operator's continuous improvement process by indicating rates of progress toward program objectives and client willingness to engage in available services. The program's manager or equivalent position should oversee internal and external reporting and should review performance data with staff to direct course changes as required during the contract term. The operator's executive leadership should work with program management to identify needed resources, emerging best practices, innovative service delivery models and other opportunities for program improvement and to address gaps or weaknesses in the program's design or impact.

The program should document all program progress to the City through monthly and term-end reports in the form, format, and submission timeline determined by the City. The HMIS will provide much of the data for performance monitoring but documenting neighborhood impacts and mitigation will require regular observation and give-and-take with the operator to properly orient them to their expected role as a neighbor answerable to the City. Neighborhood law enforcement statistics, incident reports and other data should be included in regular reporting.

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Meeting General Overhead and Administrative Costs

The operator's scope of service and consistent operation of a high-quality program will require maintenance, finance and contract management, management staff, communications, utilities and other basic costs of doing business that a base contract needs to include. Sufficient overhead funding will be needed for any operator in Clark County, especially given the scope and scale of the intended three inter-connected programs. Not all prospective operators have the capacity to meet the demands of the program that a City contract as described above will include. The City should be realistic in allotting a budget for the Temporary Bridge Shelter as well as the Housing Navigation and Day Center.

Leveraging Additional Resources

The City should work with its own staff and the operator to identify additional funding sources to support the program. The City can front the funds necessary to launch and begin operation of the program but there are many other sources of potential support that should be approached, including Clark County, the Housing Authority, state and federal sources and private philanthropy. Although, not an exhaustive list, other leveraged resources should include partnerships with other providers, businesses, educational institutions, staffing agencies, and other resources.

Contract Enforcement

The contract with an operator should include clear conditions for non-payment or solicitation of a new provider, as well as reporting requirements, deadlines and other standards the City can enforce.

Conclusion and Further Recommendations

In addition to the points emphasized in the Executive Summary, Alpha Project recommends that the City identify ways to best use its funds to close gaps in the existing CoC and to match other resources in a way that synergizes the impact of blended funding. This could include joining with the County and/or Housing Authority in joint requests for proposals, matching private philanthropy, applying for federal and state funding as a direct applicant or using new initiatives, bond measures or other opportunities to create new sources of City funding.

Alpha Project believes a Temporary Bridge Shelter could be fully operational within 90 days of contracting with an operator and that should be the City's first and foremost goal to improve its current response to homelessness.

Alpha Project also encourages the City to be firm and demanding in its role of contract oversight and enforcement. The City's obligation to its homeless citizens is no greater than to its citizens as a whole and the City has a right to require any contracted operator to be responsive to contractual demands and to the neighborhood affected by the programs described in this report.

As described in the Executive Summary, the City is ahead of its homeless problem in many ways. The commitment of City leadership and of private funders and supporters to address the problem proactively and responsively is to the credit of all involved. Alpha Project remains available to the City to provide any further advice that could be of benefit, to provide training or presentations, or to share materials that can maximize the benefit of the proposed programs and mitigate the current impact of homelessness on the City of Vancouver and its wonderful people.

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From: City of Vancouver - Office of the City Manager
To: Dollar, Sarah
Subject: FW: Rezone of SE 192nd and 15th
Date: Monday, December 4, 2023 8:42:52 AM

Hi Sarah, we got this in the CMO inbox

-Amelia Pilipchuk

From: Mary Tsang [redacted]
Sent: Friday, December 1, 2023 8:19 PM
To: City of Vancouver - Office of the City Manager <CMO@cityofvancouver.us>
Subject: Rezone of SE 192nd and 15th

You don't often get email from [redacted]. Learn why this is important

CAUTION: This email originated from outside of the City of Vancouver. Do not click links or open attachments unless you recognize the sender and know the content is safe.

City Case File Number PIR-83420

Dear City Council Members,

I am writing to you today due to the rezone change from the original low-density zone R6 to a high-density R-22 on SE 192nd and 15th St. The proposed zoning changes **does not** meet the zoning changes approval criteria (VMC 20.285.050) of compatibility and the housing goal/policy of the preservation of neighborhood character in the Washington State Legislature Housing Element (WAC 365-196-410). Currently all the neighborhoods are predominately single-family homes zoned R-6 and R-9. There is no precedent for having a R-22 high density zoning in our community.

I currently live in the Fisher's Grove North neighborhood across the street from the proposed rezoning location. I am most concerned about the high volume of traffic the 223-unit apartment complexes will bring as well as cut through traffic to the nearby neighborhoods which has been seen by other communities close to new apartments in East Vancouver.

The traffic impact analysis provided by Vance Development shows an increase of more than 3X the weekday daily traffic going through the proposed rezone area. SE 15th St is not built for this increased traffic. It is a non-expandable, narrow 2-lane street with bike lanes on either side. Pedestrians, bicyclist, school buses and fire trucks (as this is where Fire Station 9 is located) use this street regularly. It is already an unsafe street for pedestrians with incomplete sidewalks and numerous blind spots. Increasing the number of cars will only add to the safety issue. The increase in traffic can also potentially block the entrances and exits for many of the neighborhoods surrounding the apartment complex not only trapping in

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residents but also delays emergency vehicles from entering. The report does not address any traffic felt within the surrounding neighborhoods, nor does it address the safety of pedestrians.

Looking through the Developer Agreement for this project I do not see that any of this will be addressed. There will be NO funding towards sidewalks for the safety of pedestrian, not to mention anyone with a disability nor will there be any signal adjustments at the intersections to help with the increase cars.

I understand the current need for housing. A discussion at the previous City Council meeting was the need for **Middle Housing**. There is a lack of townhomes, duplexes, triplexes, and row homes in East Vancouver. This is a great way to increase the density of the area but still maintain the character and integrity of the neighborhood. It enables individuals to move away from the vicious cycle of renting and own if they had a more affordable option. Building yet another huge apartment complex is not the solution, middle housing can help East Vancouver bridge the gap from high density apartment buildings and single family homes by providing a more diverse housing option.

I sincerely hope the City Council value the concerns of the current residents that live in the neighborhoods and not just on the demand of expansion. Please do not vote in favor of the rezone of SE 192nd Ave and SE 15th St from a R-6 to R-22.

Thank you
Mary Tsang

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From: City Council
To: Dollar, Sarah
Cc: Malone, Chris
Subject: FW: Transportation Board and cost of ridership -
Date: Monday, December 4, 2023 8:06:22 AM

-----Original Message-----
From: J B <[redacted]>
Sent: Saturday, December 2, 2023 9:27 AM
To: City Council <council@cityofvancouver.us>
Subject: Transportation Board and cost of ridership -

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As a citizen of the city,
I have been watching bus ridership over the last 5 years and ridership is abysmal, and don't blame that pandemic
Given the cost to provide the busses, the employees and maintenance of the equipment and system , and ridership at less than 40%, I believe the TBD must review the whole concept of a public transit bus system.
I agree that some members of the Vancouver community will take transit but, the over whelming number still drive cars and regardless of what the TBD is striving to achieve , cars are still the most convenient and popular mode of transportation. If I review cost of the system, each rider is costing the system way more than if we sent a taxi to their residence and paid for it! Change the dynamic.
The subsidy the city receives would not be necessary. Public transit works only is compact cities where the citizens are crammed into apartments near the core, we learned that lesson before and after the wars of the 20th century.
I would like to propose that the busses be replaced with smaller 20 people vans with the access required for everyone, "Inclusion". Sell the giant articulated busses for smaller public transportation devices. Seating for no more than 25 riders per bus, have the people that ride the bus be given a voucher for their rides on a monthly basis rather that fare collection.
Whats the difference, you ask, smaller busses running on a more frequent , ever 8 mins, so they can practically plan for a reasonable time to commute.
The buss system is over priced given the date from the last review of rider ship and cost per rider.
Those people that want to walk will , those that want to ride a bike will and any other form of transportation will !
Automobiles are here to stay and busses like the trolley and the train are outdated.
Build wider roads for the cars and trucks , create a simple quick system that is paid for by the riders and not subsidized by those of us that choose not to ride public transit.
Bottom line , new bigger well kept roads, in all of Vancouver, stop thinking that if we provide busses people will leave their cars and use the system.
Quit crowding everyone into the European model and mimicking the systems of the North East part of our country
The system is way to costly , inconvenient and requires the tax payer to subsidize those that don't to shoulder the cost of their lifestyle. I for one am tired of subsidizing some of the cost of this city.
Thank You
John Bilderback.
[redacted] or send me a reply.

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From: City Council
To: Dollar, Sarah
Subject: FW: Council meeting 12/4 - Failure to implement Alpha Project plan lead to Homeless Civil Emergency
Date: Monday, December 4, 2023 8:05:53 AM
Attachments: Vancouver Executive Summary and Report.pdf

Amanda Delapena

From: PETER BRACCHI [redacted]
Sent: Monday, December 4, 2023 6:56 AM
To: City Council <council@cityofvancouver.us>; City of Vancouver - Office of the City Manager <CMO@cityofvancouver.us>
Subject: Council meeting 12/4 - Failure to implement Alpha Project plan lead to Homeless Civil Emergency

CAUTION: This email originated from outside of the City of Vancouver. Do not click links or open attachments unless you recognize the sender and know the content is safe.

This is a written submission only for the city council meeting on December 4, 2023

In 2019, the city of Vancouver had a study done on the current homeless crisis in the city by the Alpha Project group of San Diego. See attached PDF

The homeless crisis at that time in 2019 was considered still manageable if the recommendations were taken up.

City has failed the citizens of our community when they did not take up this recommendation 2019 or the consecutive year after.

The city also failed to present a plan to the citizens on the cost per bed to implement 150 bed homeless shelter versus the costly few beds in five safe stay sites.

As it says below this document just became another document lost in archives.

Please review the attached plan at the city of Vancouver paid for, and failed to implement.

I ask all city counselors to Please review the plan received in 2019 especially the new counselors who were not involved at that time.

First page

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ALPHA PROJECT
Where Miracles Happen!

October 16, 2019

Eric Holmes, City Manager
City Hall
415 W. 6th St., 2nd Floor
Vancouver, Washington 98660

Dear Eric:

It is my pleasure to offer insights, observations and recommendations in the attached report in response to the City of Vancouver's request for an independent evaluation of its response to homelessness. I'm also pleased to tell you that in my honest opinion, and that of my staff who contributed to this report, the City is well ahead of a problem that has already overwhelmed most of Vancouver's bigger neighbors, including Portland and Seattle/Tacoma.

The elements included in this report will inform the City's strategic, focused plan to address what is still a manageable homeless crisis. Alpha Project has been involved in the development of many plans for multiple jurisdictions over the course of decades. A plan is an inert thing that, without consistent follow through and resources devoted to its implementation, becomes just another document forgotten in the archives. The City will address its homelessness crisis, serve its most vulnerable citizens and revitalize neighborhoods affected by homelessness through putting this plan into action.

While the contents of this report are ordered in accordance with the City's request for an independent evaluation and recommendations, in this executive summary we present the City with our recommendations in order of greatest importance.

Executive Summary

1. Opening a Temporary Bridge Shelter with a minimum of 150 beds for single adults, ages 18 and older, should be the City's paramount priority to address its current homeless crisis. The availability of shelter is essential to all other components of a working Homeless Crisis Response System. Without a place to stabilize people and engage them actively in preparing for housing placement, other system components cannot make an impact on the issues arising from concentrated populations of unsheltered homeless people in the City's neighborhoods, especially the area surrounding 2018 Grand Boulevard. The three programs at the core of this report, the Day Center, Housing Navigation Center and Temporary Bridge Shelter should operate from a single site under a single operator as a seamless system.

Thanks Peter

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October 16, 2019

Eric Holmes, City Manager
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415 W. 6th St., 2nd Floor
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2. The City must enforce contract standards and demand measurable outcomes in accordance with specific objectives included in a clear scope of work for all City-funded programs. This includes the Day Center and proposed Housing Navigation Center and Temporary Bridge Shelter. Objectives should include performance outcomes in terms of housing placements

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and other client-level impacts as well as outcomes measured by community engagement and mitigation of the current impact of homelessness on the neighborhood.

3. It is unclear that the City has an operator for the connected Day Center, Housing Navigation Center and Temporary Bridge Shelter with the demonstrated capacity, experience and philosophy required to achieve the change desired in how the Day Center is operated and managed, as well as its impact on the neighborhood. Options to address this concern include a) putting the project out to bid, with all three programs connected under a single operator, and b) creating a nonprofit headed by community leaders, including private and public sector officials, with a passion for the work required to transform the status quo response to homelessness. However it chooses to proceed, the City must demand a much different operational approach and connection to the community.

4. The Police Department is committed, involved and eager to cooperate with service providers to make a difference in the community and the City should support the creation and roll out of HOT and HART teams to strengthen the overall response to homelessness City-wide. Law enforcement should be included in project planning and should be welcome at the facilities at all times. The contents of this report stress the need for a program operator to work hand-in-hand with law enforcement as good neighbors.

5. Community-oriented policing will be an important part of addressing the issues that currently affect the neighborhood around 2018 Grand Boulevard. Police officers are role models and visible representatives of the City's collective will to improve and maintain quality of life for all citizens. Officers should engage neighboring citizens proactively and should participate in neighborhood meetings, planning groups and other networks. This report recommends the formation of an Advisory Board with neighborhood representation to help connect the Day Center, Housing Navigation Center and Temporary Bridge Shelter to the community in a positive relationship. The Police Department should be represented on that board.

6. The City's Homeless Resource Manager is a critical new addition to the Homelessness Crisis Response System and should be empowered to enforce City policy with clear lines of communication linking him up to City officials and also to program operators and all other stakeholders. Similar positions in many cities frequently provide convenient scapegoats when public officials are dissatisfied with the state of homelessness. Alpha Project urges the City to give the Homeless Resource Manager the authority, resources, time and support necessary to transform the status quo and demonstrate improvement in the current system and its impact on the community.

7. The City should ensure that the combined Day Center, Housing Navigation Center and Temporary Bridge Shelter operate programs that save taxpayer dollars. This goal can be achieved in part merely by providing shelter as an alternative to the high cost of interventions with people in crisis living on the streets. However, the program operator

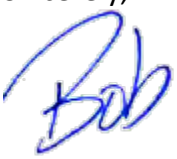
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should also provide direct benefit to the community by operating programs that give homeless people a chance to engage in meaningful work of direct benefit to the City and the neighborhood around 2018 Grand Boulevard. The report includes many recommendations for community benefit programs.

We welcome any request from the City for further contributions to its strengthened response to homelessness. Likewise, we are available to provide any training, review or other service that can benefit the City's homeless programs during their design, implementation or operational phases.

In closing, again, my staff and I appreciate the opportunity to prepare this report and we commend the City for taking a strong leadership role in a commitment to address an issue that can be solved.

Sincerely,



Bob McElroy
President & CEO

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Outside Evaluation of the City of Vancouver's Response to Homelessness and Plan for Implementation of New Projects and Services

Background and Acknowledgments



Alpha Project is pleased to submit this report in response to the City of Vancouver's request for an independent and objective assessment of the City's response to homelessness and planned implementation of coordinated services at the current Day Center and adjacent Housing Navigation Center, as well as a possible Bridge Shelter program connected to both centers. The first section of this report includes observations and a general assessment of the City of Vancouver and Clark County's Continuum of Care (CoC) and an overview of the CoC's federally mandated role in a regional response to homelessness. The first section of the report also includes a snapshot of homelessness in the region, an inventory of housing and service resources for people experiencing or at imminent risk of homelessness, along with a description of observed gaps and unmet needs within the coordinated system.

Subsequent sections of the report offer specific recommendations for:

- Improving the City's response to homelessness,
- Improving the operation of the current Day Center,
- Improving security in the Day Center and surrounding neighborhood,
- Designing and operating the Housing Navigation Center,
- Designing and operating a Temporary Bridge Shelter,
- Mitigating neighborhood impacts,
- Overseeing and monitoring compliance and performance at City-funded facilities, and
- Conclusions and recommendations for the future.

Alpha Project's preparation of this report is built on extensive experience operating programs like those planned for Vancouver, as well as decades of policy development and program implementation that accounts for neighborhood impact. Alpha Project has operated community-service programs employing homeless people as a benefit to their neighborhood since the organization's founding in 1986. In the subsequent 33 years, Alpha Project has launched and operated day centers and housing navigation and bridge shelter programs like those planned for Vancouver, learning by direct experience how to engage homeless people in effective pathways to stability and how to ensure that programs serving the homeless also serve the communities of which they are a part.

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Alpha Project is particularly pleased to have this opportunity to share its experience as the operator of a Temporary Bridge Shelter in the City of San Diego. With a capacity of 324 beds per night, the program has transitioned over 400 participants into alternative housing options in 22 months. Of those, 74% were placed in permanent housing, 12% in alternate and longer-term housing programs, and 14% in other programs, including alcohol and drug treatment programs. In addition, Alpha Project has successfully engaged a hard-to-serve, highly vulnerable population, including 227 seniors, 174 transition-age youth, 172 veterans, and 120 persons fleeing domestic violence at the time of program entry. Equally important as all those outcomes, Alpha Project has made the Temporary Bridge Shelter an asset to its neighborhood and San Diego as a whole. Alpha Project's regular neighborhood patrols, community outreach, neighborhood services and other efforts to engage the neighborhood have ensured that the Temporary Bridge Shelter provides its intended levels of service while benefitting residents, merchants and other stakeholders in the program's service area.



Bob McElroy, Alpha Project President and CEO, with one of the first residents of the bridge shelter. Photo by Chris Jennewein, *The Times of San Diego*.

Reflecting the success of the program, Alpha Project was recently selected by the City of San Diego to operate a second facility, providing 150 new beds of Temporary Bridge Shelter to continue reducing the incidence and impact of homelessness. The program is scheduled to open on November 1, 2019.

The success of the program is built upon policies and procedures for evidence-backed, outcome-driven services to people experiencing homelessness including special needs populations. Alpha Project is committed to making the Temporary Bridge Shelter an effective component of the City and County's strategy for eliminating homelessness through a coordinated, multi-service, multi-provider system. Since commencing operation of the program, Alpha Project has hosted 78 delegations from more than 50 cities, counties, states, units of government and foreign countries, demonstrating its best practices and encouraging replication of such programs to bridge the gap between the streets and permanent, sustainable housing facilitated through a system of coordinated entry. Vancouver's Mayor, City Councilmembers and City Manager have toured the facility, as have the mayors of more than a dozen other U.S. cities, the U.S. Secretary of Housing and Urban Development and dozens more elected officials and community leaders.

Notwithstanding its own experience and qualifications to prepare this report, Alpha Project is extremely grateful to a large and diverse group of stakeholders in Vancouver and Clark County for their invaluable contributions to the content that follows. Alpha Project wishes to acknowledge all of the following parties for their vital input.

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City of Vancouver
Mayor Anne McEnerny-Ogle
Mayor Pro Tem Bart Hansen
Councilmember Bill Turlay
Councilmember Ty Stober
Councilmember Linda Glover
Councilmember Laurie Lebowsky
Councilmember Erik Paulsen
Chief of Police James McElvain
Assistant Police Chief Mike Lester
Assistant Police Chief Troy Price
Police Commander Dave King
Police Officer Tyler Chavers
Police Officer Sammy Abdala
City Manager Eric Holmes
Deputy City Manager Lenda Crawford
Acting City Attorney Jonathan Young
Community and Economic Development Director Chad Eiken
Homeless Resource Manager Jackie St. Louis
Public Works Operations Manager Tim Buck
Public Works Operations Superintendent Brian Potter
Public Works Superintendent Ryan Miles
Affordable Housing, HOME and CDBG Program Manager Peggy Sheehan
Assistant Building Official Jeri Newbold
Neighborhood Liaison Judi Baily

Clark County
Community Services Director Vanessa Gaston
Community Services Program Manager Michael Torres

Vancouver Housing Authority
Executive Director Roy Johnson
Deputy Director Saeed Hajarizadeh

Council for the Homeless
Executive Director Kate Budd

Community Foundation of Southwest Washington
President Jennifer Rhoades

Share
Executive Director Diane McWithey
Deputy Director Amy Reynolds
Outreach Director Jillian Daleiden

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Community Services Northwest
Behavioral Health Manager John Moren
Clinical Supervisor Jeni O'Neil
Case Manager Jamie Spinelli

In addition, Alpha Project appreciates the engagement of dozens of Vancouver residents, nonprofit leaders, educators, merchants, businesspeople, community organizers and other stakeholders, whose diverse voices and interests are an important consideration in this report's recommendations and should continue to inform the City in its implementation of a new, expanded and strengthened strategic response to homelessness.



Vancouver residents, providers, and other community members sharing concerns and observations.

Overview

While the City is to be commended for its sense of urgency, its commitment to addressing homelessness and its willingness to adapt and innovate in its response to the status quo, it is important to note that the City is one party in a multi-party system that, to some extent, is mandated and circumscribed by federal policies and standards. The City's resources will be critical to the implementation, sustainability and long-term success of the programs discussed in this report. However, a full-fledged, comprehensive, meaningful response to homelessness will necessarily include the coordinated inputs of County agencies, nonprofit providers, courts, educational institutions and other contributing parties. One of the most critical components of a multi-party system is the Clark County Continuum of Care, WA-508 (CoC), a collaboration of stakeholders convened in accordance with the policies of the U.S. Department of Housing and Urban Development (HUD) as a precondition of funding for homeless services under the terms of the McKinney-Vento Homeless Assistance Act, a federal law adopted by the U.S. Congress in 1987 that was the first significant federal legislative response to homelessness. The Act has been reauthorized several times since its passage and was greatly amended by passage of the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act in 2009.

Since the passage of the HEARTH Act, CoCs nationwide have been charged with addressing homelessness prevention, rapid re-housing, consolidation of housing programs, and new priority homeless sub-populations, which today include transition-age youth (18 to 24), people identifying as LGBTQ+, seniors, veterans, victims of domestic violence and the chronically homeless, among others. Complying with the specific terms of the HEARTH Act for adoption of Coordinated Entry System (CES) processes and procedures has been a challenge for most CoCs, as has the mandate to adopt an approach to services and housing that align with Housing First principles. Housing First is a philosophy rooted in several principles, the most challenging of which is providing low barriers to housing entry, forcing providers accustomed to moving people with special needs through progressive stages of treatment, stabilization and preparation for independence to shift their focus to rapid placement in permanent housing, even for those people with active substance use and other disorders.

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Housing First is not the only model or approach to addressing homelessness supported by evidence. Service-enriched shelters providing a transitional path to low-income permanent housing are important components of a robust response system. The Housing First goal of rapid placement in permanent housing misses the fact that in virtually all jurisdictions in America, there are an insufficient number of low-income, sustainable permanent housing units available to meet the needs of unsheltered homeless people. It also overlooks the real needs of many homeless people who are not housing ready and whose needs must be met in a stable, sheltered environment prior to housing placement.

The work of a CoC is year-round and entails maintenance of a regional Homeless Management Information System (HMIS), reporting on multiple components of a coordinated system, and preparation of annual applications for funding through several federal and state initiatives. The remainder of this section includes a description of the Clark County Continuum of Care, as well as county-wide homelessness statistics, an inventory of programs and services including funding sources, and existing gaps in the CoC system.

Clark County Continuum of Care

The lead organization of the CoC is Council for the Homeless, a nonprofit organization whose mission is to provide community leadership, compelling advocacy, and practical solutions to prevent and end homelessness in Clark County. Council for the Homeless fills a required role in a county-wide system that meets federal mandates and implements and tracks standards, policies and procedures required of federally funded programs. Council for the Homeless maintains Clark County's HMIS, serves as the collaborative applicant and administrative entity for the entire CoC, prepares and monitors federal reports, and oversees the County's annual Homeless Point-in-Time Count, preparing a report that presents a year-on-year snapshot of homelessness. These essential functions, along with training, infrastructure support and oversight of a Coordinated Entry System (CES) are fundamental to the County's eligibility for and effective use of federal funding.

Maintenance of the systems, reports and processes of HUD's mandated CoC elements is one aspect of Council for the Homeless' designated function. The annual HUD CoC Program Competition requires the preparation of a 250-page application that addresses HUD's requirements in many areas and measures and documents the CoC's achievements. The application is probably the most accurate and complete overview of the regional system produced each year and is the source of approximately $2 million in annual HUD funding.

The CoC's general membership, the Coalition of Service Providers for the Homeless, includes 68 active stakeholder members. The Coalition has five standing work groups and currently three ad hoc task groups. Each of those groups address priorities as identified by HUD and/or observed needs within the Clark County Homeless Action Plan, *A Framework for Action*, which was completed by Council for the Homeless in October 2018 and lays out a strategic approach to strengthening the Homeless Crisis Response System from 2019 to 2022.

Council for the Homeless performs its role under the oversight and at the direction of the Continuum of Care Steering Committee, consisting of:

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- Bunk Moren, Community Services Northwest,
- Amy Reynolds, Share,
- Saeed Hajaraizadeh, Vancouver Housing Authority,
- Michael Torres, Clark County,
- Peggy Sheehan, City of Vancouver,
- Sierk Braam, Housing Initiative, LLC,
- Tim Foley, Second Step Housing, and
- Scott Conger, Janus Youth Programs.

The Steering Committee is charged with administering the CoC Governance Charter, which entails:

- Setting policy direction for the CoC,
- Ensuring the CoC meets all of its HUD requirements,
- Facilitating the CoC funding Request for Application Process, including rating and ranking the project applications,
- Approving the CoC application,
- Working to meet the CoC application focus areas,
- Using a systemic approach to address the local homeless crisis response system,
- Increasing resources that reduce the number of people experiencing homelessness, and
- Improving system performance outcomes, as identified by HUD and tracked through the HMIS.

The scope of work for this report includes a request by the City that Alpha Project "*[i]dentify how Vancouver should systematically approach and respond to homelessness citywide including the best mix of facilities and supportive services that would help alleviate the impacts of homelessness…*" At the level of coordination, planning, administration, policy and analysis, it is fair to say the state of the CoC is consistent with federal expectations. CoC members have efficient inter-agency coordination and nearly universal use of the HMIS and a common assessment tool. Altogether, the fundamental elements of an efficient and effective Homeless Crisis Response System at the CoC level are present, active and well thought out. That fact alone, however, does not address the City's specific interests and priorities.

The Homeless Action Plan paints a clear picture of the system and identifies specific goals and targets for strengthening the system to address gaps and needs. The City clearly has a role to play in expediting and amplifying the rapid impact of a robust response. However, as described in the beginning of this section, the City's role is one of many and should be complimentary to other efforts, not duplicative or complicating. The statistics and observed gaps and needs described below come from the Homeless Action Plan, the 2019 Point-in-Time Count Report, a report on homelessness funding prepared by Clark County's Community Services Program Manager and additional inputs from the City's Homeless Resource Manager. The City can play a valuable role in closing the identified gaps. However, it should do so with full awareness of the much larger system already committed to addressing county-wide homelessness and it should do so in a supportive role, committing resources, technical assistance, infrastructure support and innovative components to the existing system.

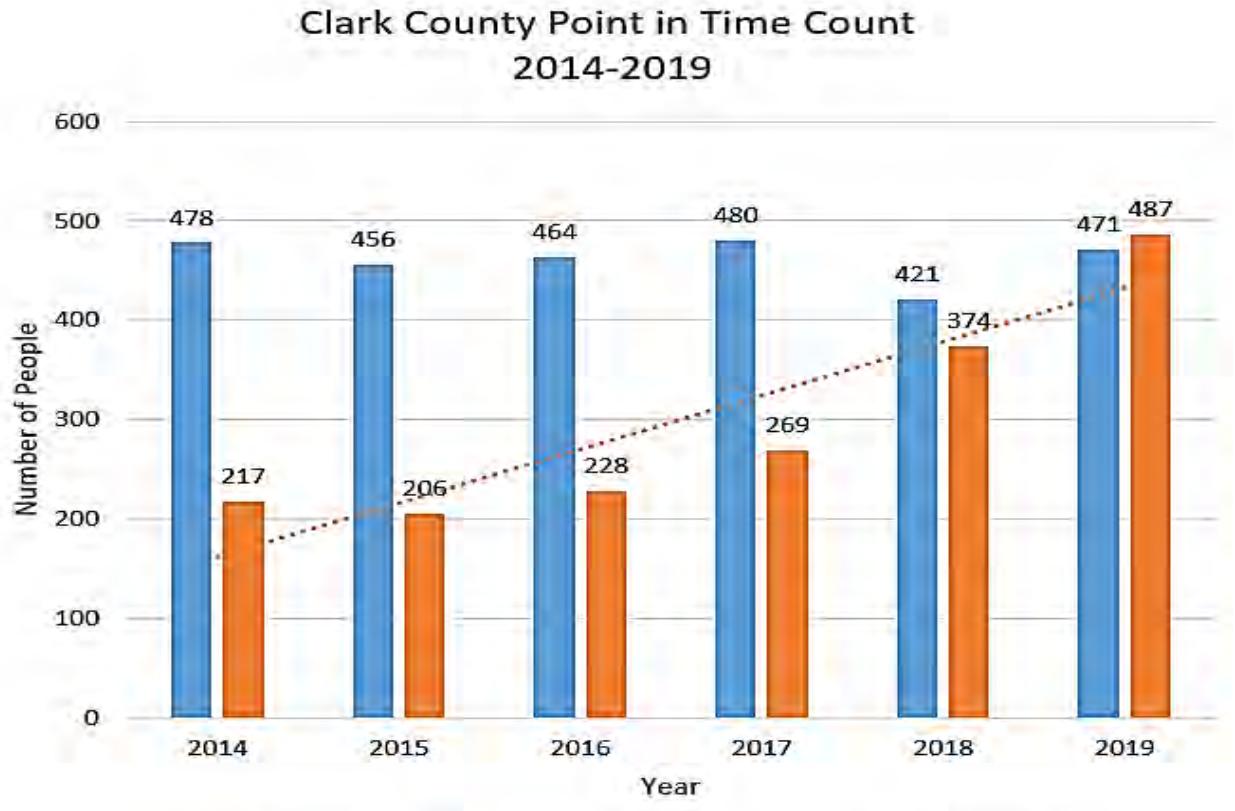
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Homelessness Statistics

On January 24, 2019, the Clark County Point-in-Time Count documented 958 people experiencing homelessness county-wide, an increase of 21% from January 25, 2018. There was an increase in people who were sheltered on the night in question, up 12%, and those who were not, up 30%. More than half of all homeless individuals counted were unsheltered, a total of 487 people, 47% of whom were individuals in families with children and 45% of whom were female. Other features of the overall homeless population included an increase in seniors, up 185%, and veterans, up 49%. The increase in unsheltered individuals is despite an increase in total shelter beds that were occupied county-wide, up from 421 in 2018 to 471 in 2019. In probably all urban areas of the country, the number of people counted in any Point-in-Time Count is far less than the known homeless people for whom data exists in the HMIS. As an example, in San Diego, the 2019 count documented approximately 9,600 total homeless people, while the HMIS includes 27,000 people who identify as homeless. The number of homeless people counted in Clark County is probably far short of the number of people who experience homelessness throughout the year.

People experiencing homelessness in Clark County are, for the most part, from Clark County. Nearly 80% of all homeless people encountered were last housed in Clark County before experiencing homelessness, including 71% who were last housed in Vancouver.

The chart below shows the five-year increase in sheltered and unsheltered homeless people county-wide.



Source: Council for the Homeless, (https://www.councilforthehomeless.org/data-system-numbers/)

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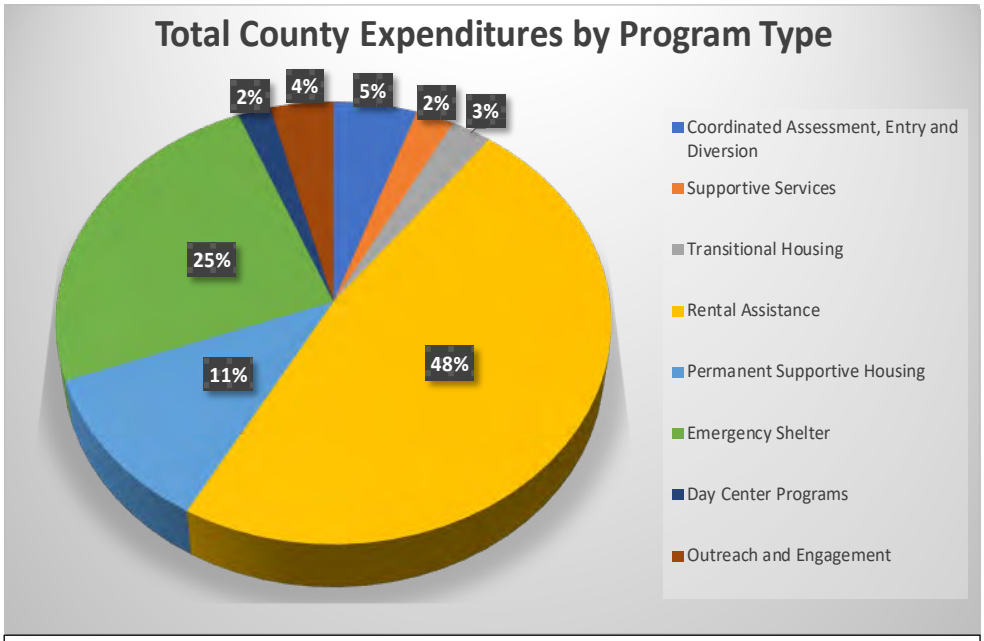
Although the trend documented by Point-in-Time Count reports is an issue of legitimate concern, the City is to be commended for its sense of urgency and aggressive approach to addressing the issue. Such commitment is not universal among U.S. cities and counties, including many whose homelessness crises dwarf the status quo in Vancouver and Clark County. Imperial County, California, with a total population just 38% that of Clark County, documented 1,413 homeless individuals in its 2019 Point-in-Time Count, 1,225 of whom were unsheltered. Portland/Gresham/Multnomah County, Oregon, documented 4,015 individuals, 2,037 of whom were unsheltered.

Alpha Project does not intend to diminish the importance of the City's involvement in a stepped-up Homeless Crisis Response System. On the contrary; the City should proceed with its planned, urgent response to homelessness in part because the problem is, at this point, still solvable. From its meetings and correspondence with City staff and elected leaders, Alpha Project believes this is the shared perspective of all involved. Statistics tell part of a story, but they don't need to dominate the narrative. Rather than focusing on what could or should have been done in the past, if the City can focus on identifying, implementing, monitoring and supporting effective, immediate additions to the existing CoC, it can achieve results in the short-term that dramatically change the numbers and their impact on the communities and neighborhoods most affected by homelessness.

Existing Funding by Source and Project Type

HUD funding is the single largest component of overall funding for homeless service, shelter and low-income permanent housing programs in the City and County. In addition to the $2 million in CoC funding described above, the City administers $1.8 million in combined HOME and CDBG funds, the County administers another $2.1 million from those combined sources, and the Vancouver Housing Authority administers $28.5 million in combined HUD funds. Those figures total $34.4 million in HUD funding, excluding Emergency Solutions Grants passed through the state. Additional sources of support for homeless programs include County and City departments, other federal sources and significant private philanthropy.

From all sources, Clark County expenditures on programs serving the homeless totaled $5.3 million in 2018. Those expenditures by program type are shown in the graph to the right.



Source: July 2017-June 2018 Annual County Expenditure Report to WA Dept. of Commerce Housing Assistance Unit

Taken together, the resources currently committed to combating homelessness still leave nearly 500 people unsheltered each night. The chart below is taken from this year's CoC Homeless Competition

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application and shows the current shelter and housing inventory in the County.

Project Type	Bed Count
Emergency Shelter	192
Transitional Housing	181
Rapid Re-Housing	256
Permanent Supportive Housing	445
Other Permanent Housing	30
Total Beds	**1,104**

The inventory above excludes vast resources administered by the Vancouver Housing Authority, including Tenant-Based Section 8 Vouchers and other forms of rental subsidy that represent, in essence, homelessness prevention. At present, the Housing Authority manages 2,290 Housing Choice Vouchers and has 14 open waiting lists for housing of various types serving diverse populations, including persons with special needs.

Aside from shelter and dedicated housing for people experiencing or at imminent risk of homelessness, additional programs and services throughout the City and County play significant roles in the Homeless Crisis Response System. Some of those services are, in Alpha Project's opinion, under-weighted in the current blend of programs. The following subsection lists observed gaps and unmet needs in the Homeless Crisis Response System, many of which are also described in Council for the Homeless' Homeless Action Plan and in other reports and analyses from City and County staff, as well as the 2019 CoC Homeless Competition application.

Observed Gaps

As noted in the Executive Summary and elsewhere in this report, a Temporary Bridge Shelter is the most important resource currently absent from the City's programmatic response to homelessness. The other gaps described below should be addressed but closing those gaps will still leave unsheltered homeless people on the streets of Vancouver without a large-scale shelter program. The City should identify a single operator for the facility at 2018 Grand Boulevard and should get that facility leased up, built out and operational with a Day Center, Housing Navigation Center and Temporary Bridge shelter working in unison as soon as possible. Again, no amount of outreach and engagement by itself can make a difference to the City's homelessness issue without an option to being homeless, namely, a Temporary Bridge Shelter for single adults, ages 18 and older.

The Homeless Action Plan notes eight other specific areas of increased focus to be addressed in the Homeless Crisis Response System by 2022. Alpha Project concurs with those focus areas and encourages the City to engage with Council for the Homeless, the CoC Steering Committee and other key stakeholders to support measurable progress toward the plan's objectives. The plan's focus areas are:

- Increasing outreach and engagement,
- Strengthening prevention and diversion practices,
- Meeting the basic needs of people who are unsheltered,
- Leveraging community resources and investments,

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- Increasing housing options and transition support for people exiting systems of care,
- Increasing low-income permanent housing options,
- Engaging the expertise of people with lived experience, and
- Providing community and system educational opportunities.

In Alpha Project's opinion, those focus areas are important and could be effective only to the extent that adequate shelter exists to make them so. Consequently, while the City should contribute to issues addressed in the plan, it should simultaneously work to provide a Temporary Bridge Shelter as an option to homelessness. From its communication with City staff, Alpha Project understands that the City currently contracts with Share through CDBG funds to provide outreach services with two case managers. Alpha Project also met with two outreach case managers from Community Services Northwest. City staff indicate that planning is underway to launch a Police Department Homeless Outreach Team (HOT) and Homeless Assistance Resource Team (HART). In San Diego, the HOT/HART teams have been extremely successful in addressing unsheltered individuals in crisis and supporting their placement in shelter and other interventions.

While the City should invest in increased outreach and engagement efforts, the success of those efforts will require other system improvements. HOT/HART interventions, to be successful, require the existence of crisis stabilization beds and services. Alpha Project's recommendations regarding the Temporary Bridge Shelter include setting aside designated HOT/HART beds to provide the Police Department with an alternative to emergency rooms and jail cells for people in crisis.

Alpha Project also recommends that outreach and engagement teams use the existing Vulnerability Index-Service Prioritization Decision Assistance Tool (VI-SPDAT), the CoC's common assessment tool for Coordinated Entry. The tool includes questions to assess acuity, length of homelessness, physical and other disabilities, mental and physical health, substance abuse disorders and other aspects of bio/psycho/social functioning. Assessments should be reviewed by professionals to ensure accurate scoring.

Outreach teams should be provided with agency or City-owned vehicles and should be able to provide transportation for individuals willing to engage in any needed service, whether at any provider facility within the Homeless Crisis Response System or at mainstream service sites, including healthcare facilities, public benefits offices, educational institutions, courts and others.

Regarding prevention and diversion practices, Alpha Project concurs with the wisdom of the Community Action Plan and believes preventing homelessness is vastly preferable to addressing it after it has occurred. The City should work with all providers and in particular with the Housing Authority to increase options for rental assistance and other interventions that can help individuals and families retain their housing or find alternative housing in the event of housing loss. Such work, however, encounters another gap in the current system, which is the simple shortage of available low-income permanent housing units.

A fully functional CoC and Homeless Crisis Response System requires balanced investments in and deployment of the following elements:

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- Homelessness prevention and diversion,
- Interim and bridge housing,
- Outreach and engagement,
- Housing navigation,
- Emergency shelter,
- Coordinated assessment, entry and referral, and
- Low-income permanent housing, including permanent supportive housing, for extremely low incomes.

All of the above elements should be connected through effective, seamless housing navigation. The planned Housing Navigation Center will facilitate close inter-agency coordination and build on Council for the Homeless' Coordinated Entry for Shelter system.

The opening of a Temporary Bridge Shelter will alleviate pressures that currently hamper the delivery of coordinated services and will amplify the effectiveness of all elements of the Homeless Crisis Response System. Linking operations at the Day Center, the Housing Navigation Center and the Temporary Bridge Shelter under effective, coordinated management will make a rapid impact on the current state of homelessness in the City and simultaneously address quality of life issues in the neighborhood most affected by those programs.

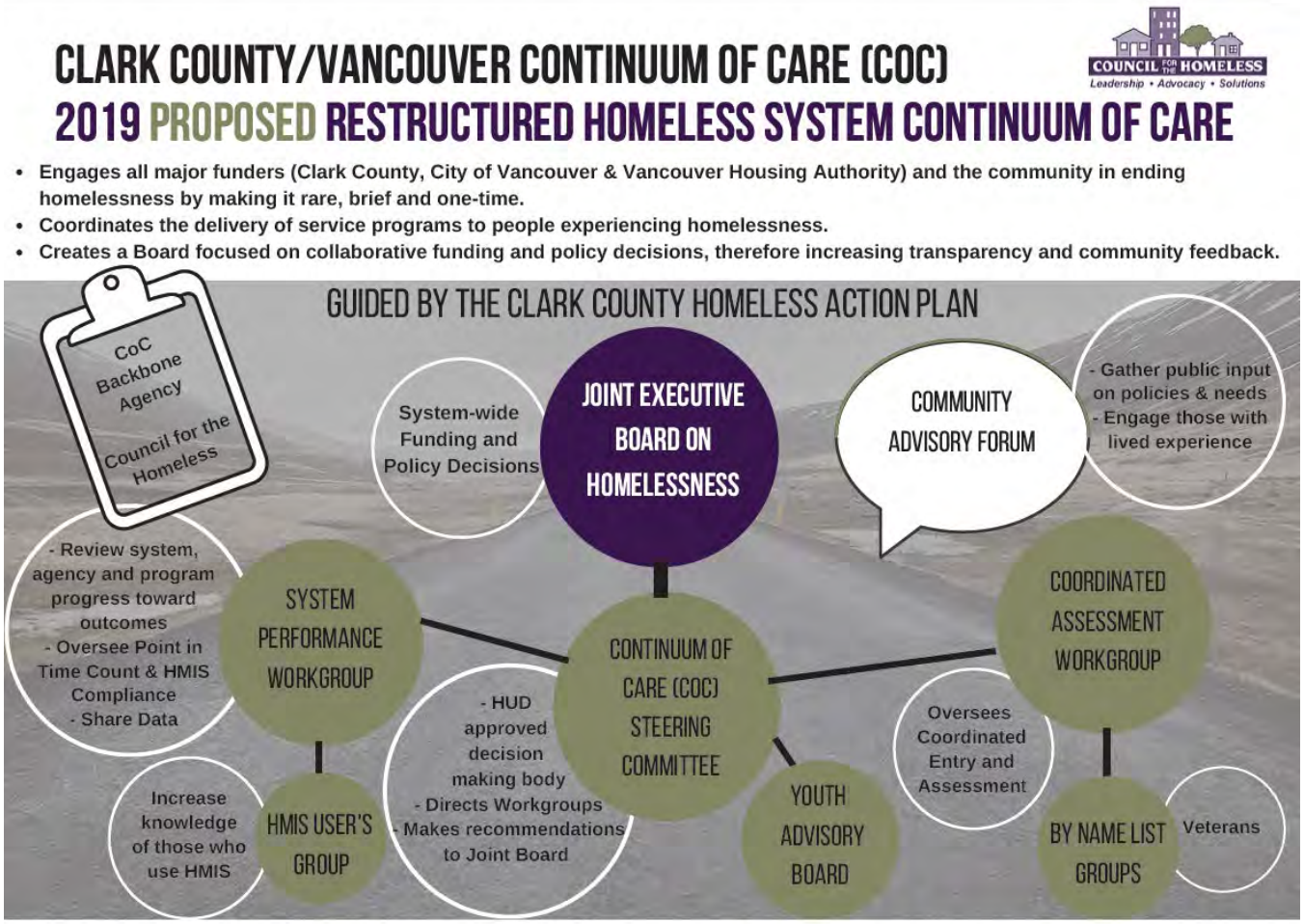
Joint Executive Board on Homelessness

The CoC is in the process of reorganizing its leadership structure to include a Joint Executive Board as the highest-level authority in the system. Under the plan, the Joint Executive Board will include ex-officio members from the City, the County, the Housing Authority, Council for the Homeless and the Community Foundation of Southwest Washington (see table below).

Joint Executive Board Seats		
Board Entity	**Board Elected/Appointed Member**	**Board Administrative Staff**
City of Vancouver	City Council Member	Director of Community Development/Homeless Manager
Clark County	County Council Member	Director of Community Services
Vancouver Housing Authority	VHA Commissioner	Executive Director or Senior Staff
Council for the Homeless	n/a	Executive Director
Board Advisory Seats		
Community Foundation of Southwest Washington	n/a	President or Program Officer

In preparing this report, Alpha Project consulted with the City's Homeless Resource Manager and Council for the Homeless' Executive Director regarding the role and function of the Joint Executive Board, which is depicted in the graphic below, taken from the Community Action Plan.

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Source: Community Action Plan 2019-2022, A Framework for Action.

Current CoC leaders agree that the Joint Executive Board is needed in order to bring together elected officials and high-level administrators to facilitate agreement and cooperation on systemic policies, to plan and coordinate the implementation of new programs, and to combine and leverage resources. The current Steering Committee membership does not include decision makers with sufficient authority to ensure that information reaches elected officials or that such important issues are conveyed with sufficient urgency to mobilize resources and make any substantial change to the status quo. Alpha Project would caution against the Joint Executive Board becoming simply another layer of bureaucracy that could actually hamper the smooth functioning of the CoC. However, its intended role as a high-level body to advise, support and contribute leveraged resources to the CoC will strengthen the current system.

Recommended Approach to Improve the City's Response to Homelessness

The two critical components to improving the City's response to homelessness noted in this proposal are a Temporary Bridge Shelter and a working Housing Navigation Center. In addition to these components, the City needs to dramatically improve the operation, management and community coordination of the Day Center.

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The meaningful change necessary to improve the City's response to homelessness requires a philosophical shift and a change of attitude and approach that reflects different assumptions and expectations. Alpha Project believes it is important for the City to set the bar higher for its funded programs and contractors and for those programs and contractors to recognize the difference between low barriers and no barriers. Alpha Project was founded on the principle of caring so much about people experiencing homelessness that the organization will not be complicit in the causes and consequences of homelessness. Recognizing the difference between acceptance and enabling ensures that programs serving the homeless do not contribute to people dying on the streets.

Alpha Project believes the City should use performance-based outcome measures as the minimum standard in the selection of providers and that such measures should include not only numeric targets for moving people into sustainable housing, but also demonstrable contributions to the community and reduction in the impact of homelessness on neighborhoods and institutions. Programs like the Day Center, the Housing Navigation Center and the Temporary Bridge Shelter should be entry points for people to begin the process of healing and recovering from the experience of homelessness and they should set standards for behavior and conduct that help participants to regain dignity and respect.

The Housing First philosophy, which emphasizes immediate placement of individuals and families in permanent housing, overlooks two important factors: 1) not all people experiencing homelessness are capable of living independently without time to first stabilize and prepare for the transition from the street to permanent housing, and 2) there are not enough affordable permanent housing units available in the City's inventory to immediately house all people in need. Given both these factors, the City's contributions to the current Homeless Crisis Response System should include programs that give people a place to begin a process and to proceed at a pace appropriate to their individual capacities with the goal of housing placement that continues to address their needs with supportive services that ensure they do not return to homelessness.

The Day Center, Housing Navigation Center and Temporary Bridge Shelter, working as an inter-connected system, can make an immediate, observable difference in the City's homelessness issue, including how homelessness affects the City's neighborhoods.

System Coordination

The City's planned participation in the Joint Executive Board will improve coordination of City/County/CoC resources and contributions to the Homeless Crisis Response System. Ideally, the Homeless Resource Manager will contribute to stronger coordination of the City's various departments and agencies and will facilitate closer communication and help target priority issues for the City and all other stakeholders, including the Housing Authority, the County, and the full CoC membership. The Joint Executive Board and City leadership should empower the Homeless Resource Manager to communicate and monitor compliance with policy and priorities and should use his expertise to provide technical assistance and capacity-building support for provider agencies in the CoC.

As described above, the Homeless Crisis Response System is much bigger, more complex and more constrained by many forces than the City can change by its own will. The City's needs and priorities will not always align with system-level priorities. Therefore, while the City should be at the table for all CoC discussions, it will also need to coordinate its own internal resources to ensure its funded programs

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address issues of particular importance to Vancouver. This could include the Homeless Resource Manager convening regular meetings with officials from City and County departments, including the City Manager's Office, the Police Department, Community and Economic Development, Financial and Management Services, Parks and Recreation and Public works.

Blend of Facilities and Services

The full blend of facilities and services required to address the City's current homeless issue are described above and include increased prevention, expanded outreach, engagement and assessment, improved Day Center services, implementation of coordinated services through the Housing Navigation Center, and opening of a Temporary Bridge Shelter. Those services should be linked to the county-wide Homeless Crisis Response System and to all mainstream resources and community-based services.

In its most simplistic form, the Housing First philosophy would require more units of low-income permanent housing, including permanent supportive housing, to be effective. In the short-term, such a goal is not feasible. Therefore, the City should move quickly to ensure that enough interim housing options, including Temporary Bridge Shelter beds are available to meet the needs of the City's unsheltered homeless population. From its experience, Alpha Project believes the Temporary Bridge Shelter could be brought online within 45 days of selecting an operator and within 60 days it could begin to house an initial population of some fraction of its intended full occupancy. The program could be fully operational within 90 days. Those timelines assume all permits, clearances and other occupancy requirements can be completed with the cooperation of appropriate City departments.

Stakeholders Involved

Achieving the system coordination described above will require the active participation of the City Council, City Manager's Office, Police Department and other City departments, with the support and advice of the Homeless Resource Manager. In addition, the City's coordination of programs and services should involve program operators and other nonprofits, neighborhood groups and associations, Council for the Homeless, the Housing Authority and relevant Clark County departments. Additional voices that should advise the implementation of new programs and contribute to ongoing policy and priority setting include business leaders, investors, private philanthropists, and other individuals with significant interest in addressing homelessness and neighborhood concerns.

It is also important that the inputs of people with lived experience, i.e. formerly homeless, be involved in advising the City regarding the effectiveness and relevance of new programs and services. Formerly homeless people can also provide important insights into weaknesses in the existing system, service gaps and flawed assumptions. Moreover, formerly homeless people can provide unique peer-to-peer connections at the direct service level, helping to overcome barriers to active engagement in homeless services, especially for individuals with special needs.

Alpha Project recommends convening an Advisory Board to provide regular, consistent feedback and input for all programs at 2018 Grand Boulevard. The Advisory Board should include the Homeless Resource Manager, a Police Department representation, merchants, residents and other neighborhood interests.

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Building on Current Infrastructure

The most important addition to the current CoC infrastructure will be the Joint Executive Board, the role of which should include a process for overseeing programs and their performance according to contractual objectives. At the City level, the creation of the Homeless Resource Manager's position will provide City leaders with a constant, reliable source of information to improve program performance and address emerging and ongoing issues. As mentioned above, the Homeless Resource Manager should be supported and empowered to perform his function. It has been Alpha Project's experience that people in positions like the Homeless Resource Manager's are frequent and convenient scapegoats for policy makers. Without the support required to perform his role and implement needed changes, the Homeless Resource Manager will be unable to make the differences the City seeks.

A strengthened City infrastructure will also include incorporating greatly expanded outreach and engagement, as described above, expanding of prevention programs with funds to address housing crises for people at imminent risk of homelessness, and ensuring that all programs in the City employ a single assessment, referral and placement process. There should be no wrong door for people experiencing homelessness to access the system and begin the process of transitioning to permanent housing. The most important facilities and programs to achieve rapid infrastructure improvement will be an improved Day Center (see below), the Housing Navigation Center and the Temporary Bridge Shelter.

Achieving the Goal of Permanent Housing

Achieving the goal of permanent housing placement should begin with an operator of the Day Center, Housing Navigation Center and Temporary Bridge Shelter programs identifying housing resources, both short-term and permanent housing options, for all subpopulations. Those options should include programs and housing units both within the current system and others outside the system. Identifying the full range of housing resources available will be critical to forming a strategy to create or leverage new housing stock to address the full extent of need in the City.

Leveraging new housing inventory can be expedited by:

- Implementing prevention and diversion techniques following best practices at all City homeless programs,
- Providing incentives to landlords willing to work with subsidy programs for the homeless,
- Master leasing multi-unit facilities,
- Implementing roommate matching programs,
- Increasing the availability of subsidies and other forms of rental assistance, both short and long-term,
- Partnering with alcohol and drug treatment programs, as well as other behavioral health service residential programs, and
- Taking advantage of the flexibility of the Housing Authority's Move to Work program.

Additionally, an operational Housing Navigation Center should welcome the presence of County staff and staff from all other contributing organizations, including the Police Department. As noted elsewhere, the concept of coordinated entry and Housing First overlooks the lack of housing

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availability in Vancouver. Moreover, without a large, focused, collaborative staff of housing navigators, what resources might be available are at present under-identified and under-utilized.

The City should understand that CES, as defined by federal policy is permanent housing focused, despite the fact that permanent housing is not the appropriate first intervention for a large share of people experiencing homelessness. Therefore, it is important that the City and the CoC develop an expanded assessment tool and CES that is appropriate for the actual homeless population to be served and housing options available.

Changing Perceptions of Homelessness

The City is challenged by a prevailing perception of the current Day Center. The neighborhood around the Day Center is unduly affected by the concentrated presence of homeless people whose presence diminishes the area's quality of life in a variety of ways. Those people currently have no option but to leave the facility each afternoon and spill out into a neighborhood where they are not welcome and have no access to shelter. To change the current situation, the City will need to ensure that it selects an operator that is willing and committed to the desired change.

The operator of the three connected programs will need to be receptive and responsive to input feedback and, when appropriate, criticism of its operation and the programs' impact on neighborhood interest. The operator will need to be committed philosophically to the belief that it is a neighbor and should be a good one. It should operate programs in the neighborhood that are highly visible and directly engaged in community service. Those programs should include homeless people doing meaningful, dignified work to give back to the community that supports their presence at the Day Center, Housing Navigation Center and Temporary Bridge Shelter.



Examples of activities to serve the neighborhood include, but are not limited to:

- Litter control,
- Peer-to-peer outreach and engagement,
- Graffiti removal,
- Security and perimeter patrols,
- Assistance to low-income residents, and
- Hosting special events.

The facility should also engage the neighborhood through collaborative activities, examples of which include, but are not limited to:

- Community meetings,
- Neighborhood watch and community policing meetings,
- AA/NA and other support group meetings,

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- Community events, including back-to-school drives, canned food drives and other support activities,
- Holiday celebrations, and
- Other special events.

In all ways, the programs should be responsive to the City and the City should set strict standards for accountability through its contract compliance enforcement. Monitoring and overseeing the operator will be particularly important in the initial phase of combined program operation and the City should be actively involved in coordinating the linkage of all three programs to neighborhood interests and stakeholders.



Light the Night Celebration at the Bridge Shelter, attendees include shelter residents, neighbors, Mayor, County Supervisor, District Attorney, sponsors, and more.

Managerial and Operational Practices for an Optimally Effective Day Center

In Alpha Project's opinion, the current Day Center is poorly managed. During a site visit to the Day Center on September 4, Alpha Project observed virtually no control over access to the facility, little client engagement, and an absence of any social modeling to shape and control client conduct. During the same visit, Alpha Project observed neighborhood impacts stemming from client conduct in the community and little effort to mitigate those issues or engage community interests in positive relationships. If the City has provided the resources necessary to effectively staff and manage the Day Center, it should be certain that its contract with the operator includes clear outcome measures and operational standards required for compliance with the City's expectations. The City should also ensure that its chosen operator has both the experience and capacity to operate the Day Center in accordance with the City's goals, objectives and broad vision for an improved response to homelessness. This could entail soliciting competitive proposals from all prospective operators or the creation of an entity to operate the program at the City's direction.

To improve the performance of the Day Center and mitigate the neighborhood issues that have arisen from its current operation, the program should:

1. Control access to the facility through a single point of entry,
2. Issue photo membership cards to all participants and use them upon entry and exit to provide an accurate picture of who is on-site and how frequently members access the facility,
3. Track member engagement in on-site services and document all services rendered in the HMIS,
4. Create and enforce a comprehensive policies and procedures manual,
5. Expand security to the neighborhood surrounding the facility,
6. Incorporate larger scale work programs with expanded services and deploy outreach and community service teams to the neighborhood,

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7. Increase staff engagement with members and add formal, housing-focused case management and housing navigation services,
8. Include new partners and increase the on-site availability of partner-provided services,
9. Model a code of conduct that makes Day Center membership valuable and contingent upon appropriate behavior and participation in housing-focused services, and
10. Participate in neighborhood associations and networks to create a process for regular input and feedback to the community, including input from the recommended Advisory Board, with the Police Department as an important contributor.

The above list is not all inclusive. Many other structural and service delivery changes are required to improve the Day Center and ensure it addresses the City's long-term interest in reducing homelessness and better serving all citizens and institutions. Below is an extensive description in several subsections, responsive to the City's request for this report. Among the recommendations below are recommendations for performance monitoring and enforcing contract compliance, which will be vital to the City's fulfillment of its objectives.



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Notwithstanding the list above, the Day Center needs to be linked to a well-managed and fully operational Temporary Bridge Shelter in order to meet the City's goals. Without a shelter option, no matter how well the Day Center is run, when it closes it will return homeless people to a neighborhood already affected by homelessness.

The City is the Day Center operator's customer and as such it must demand and enforce contract standards that Alpha Project is happy to share, based upon its decades of experience. Much of the change to be achieved in the current operation of the Day Center begins with the leadership of an operator that is committed to building relationships with homeless people in the neighborhood and working together with the community to respond to issues that affect the community. Responding to those issues effectively will require building trust and rapport with people experiencing homelessness as well as the, residents, businesses, institutions and diverse community interests affected by the Day Center's presence.

To increase the capacity of Day Center staff, all staff should be trained in best practices, including Motivational Interviewing, Trauma-Informed Care and other appropriate practices for reaching the target population in compassionate, culturally, linguistically and experientially appropriate ways. As part of the evidence-backed approach to staffing and training, the operator should consider a process for hiring and training people with lived experience of homelessness and provide internship opportunities and ongoing cross training for all staff. Additional trainings that would improve performance and increase staff capacity include, but are not limited to:

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- Harm reduction,
- De-escalation,
- Critical time intervention,
- CPR and first aid,
- Staff and client safety practices,
- Confidentiality,
- Community case conferencing,
- Social modeling,
- Housing First with low barriers,
- Cultural competency,
- Client engagement techniques,
- Landlord engagement,
- Health and safety,
- Day-to-day operations, and
- Orientation to sub-populations, including TAY, LGBTQ+, seniors, veterans and victims of DV and other trauma.

These topics should be elements of training for not only Day Center staff, but also for the Housing Navigation Center and Temporary Bridge Shelter.

The Day Center's policies and procedures should include a clear code of conduct for members, staff and volunteers and should include explicit consequences for violations of the code of conduct. A Day Center membership card should be a privilege, not a right. Members should have access to a suggestion box and an easy-to-access grievance process for swift resolution of misunderstandings, disagreements, or other issues that affect members' ability to participate in the Day Center's full range of services. In addition to close monitoring of the facility's entries and exits, with photo membership cards, the building should be equipped with proper lighting and security cameras indoors and outdoors and videos should be reviewed regularly to note any unwanted activities in the facility and on its perimeter.

In addition to the basic services listed below (see page 23), an optimal Day Center needs to offer mail and message services and computer lab support with connection to the internet for members to connect with family and other support systems, apply for benefits, create resumes, perform job searches and engage in other online services to help resolve their homelessness. All services should be provided by staff or trained volunteers. During its visit, Alpha Project observed members doing their own laundry. That function, along with all others at the facility, should be performed by the operator's personnel.

The above issues and others are addressed in the following sub-sections.

Controlling Access

The importance of controlling access to the facility through a single point of entry and exit cannot be over-stressed. The right to enter the Day Center and partake of its services should be conditioned upon membership, which, in turn, should be offered to people experiencing homelessness who are willing to

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complete an assessment, intake and orientation. The intake and orientation process should include an introduction to the facility's range of services and a review of the code of conduct for all members, staff, volunteers and partner providers (see below). Upon completion of a VI-SPDAT assessment and provision of other information required for intake, the orientation process should culminate in the issuance of a membership card. Ideally, membership cards should include sufficient member identification to allow easy tracking of facility access and utilization in the HMIS.

Upon accessing the facility, security staff should screen membership cards. An ideal process would include bar codes or other scannable data that can be passed through a card reader and connect with a database system to allow real-time tracking of all members on-site at all times. Membership cards should also be scanned upon exiting the facility to ensure accurate real-time data and that occupancy levels are not exceeded.

By whatever means possible within the City's budgetary means, the current lack of control over access to the facility must be addressed. If this means building or securing fences, gates or other security barriers, then such measures must be undertaken. At present, people can enter the property through a wide, unstaffed gate, putting security personnel at a disadvantage and ruling out any possibility of knowing who is on-site, whether they come and go, and what behaviors they may be engaged in on the edges of the property or in the adjoining neighborhood.

Business Hours

While 8:00 a.m. to 5:00 p.m. are typical hours of operation for human service programs, 7:30 to 5:30 would be better, to allow the neighborhood's high-travel times to be unimpeded by homeless foot traffic coming to and leaving the Day Center. The facility should be open 365 days per year.

No matter what operating hours the City establishes, Day Center security and neighborhood impact practices and protocols should ensure that the facility's closure does not result in a flood of homeless people emptying into the neighborhood with no oversight or expectations. Misconduct observed in the neighborhood should result in the same consequences as violating the code of conduct for the facility. This could include temporary or permanent loss of access, depending upon many circumstances.

In considering the optimal hours of operation for the facility, the City and the operator should consult with neighborhood interests and ensure all concerned parties feel heard. This will build greater trust with the neighborhood and diminish the sense that the Day Center was dumped on neighbors with no opportunity for input.

Closure Policy

The Day Center's closing policy should include detailed procedures for:

- Securing the facility including its entire grounds,
- Monitoring the neighborhood,
- Cleaning and preparing the facility for the next day's opening,
- Reviewing and updating the program logbook,
- Ensuring security cameras and lighting are functional, and
- Performing perimeter security checks.

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All staff should wear readily identifiable uniforms with high visibility at all times as well as name tags with photos and position titles.

In addition, a program component like the Talking Trash program, but greatly expanded, should be used to deploy litter control teams at closure time each day to ensure the neighborhood remains clean and un-affected by Day Center members leaving the facility. The program should provide incentives for members to work on supervised crews to provide not only litter control, but also peer-to-peer outreach to encourage homeless people in the neighborhood to access services. Such a program would provide important social modeling to participants and increase their sense of connectedness to the community. Alpha Project's Wheels of Change and Take Back the Streets programs offer replicable models for such a program in Vancouver to offer vastly more opportunities to men and women seeking to reconnect with their community and gain valuable experience.

Monitoring Contractor Performance

The City's contract with the operator should include specific, measurable outcomes that include, but are not limited to, the following:

- Number of assessments, intakes and orientations provided as well as number of membership cards issued,
- Number of people accessing the Day Center, with demographic and other data tracked in the HMIS,
- Number and type of services provided,
- Number of members increasing their incomes through employment, entitlements, or participation in work programs,
- Number of people linked to active housing navigation,
- Number of people placed in shelter or housing programs, including type of program,
- Number and type of neighborhood services provided,
- Number of community events attended with notes on neighborhood input and any program revisions or other responses to address concerns,
- Number of people retaining their housing, tracked through follow-up, and
- Outcomes for incentive and employment programs offered.

The operator should report to the City monthly on the above performance measures and should include in its reporting any additional contributions to the goals and priorities of the Homelessness Crisis Response System, which could include objectives established by the County, the CoC, of the Housing Authority and should note any client-level and program-level contributions to reduction in homelessness.

The City should ensure that it has designated a contract officer for review of monthly reports and should include in its contract with the operator provisions in the event of under-performance or non-compliance. This might entail re-issuance of a competitive request for proposals allowing the current operator or other entities to respond to a scope of work with quantifiable performance standards in each of the above categories.

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Code of Conduct

The Day Center's code of conduct should be included in its policies and procedures and should include requirements for staff, volunteers, partner providers and members alike. The code of conduct should be posted and signed by all members at the time of intake and orientation. It should be built on a recognition of the difference between low barriers and no barriers and should be written to reflect the importance of social modeling by program staff with explicit rules for behavior in and around the Day Center.



Social modeling begins with the awareness that behavior is reflective of an environment through the process of observational learning. In other words, people behave in an environment according to what they observe. Observed individuals, i.e. models in Day Center programs include staff as well as peers. These models provide examples of behavior to observe and imitate. People are more likely to attend to and imitate those people they perceive as similar to themselves and, as research shows, they are more likely to imitate behavior modeled by people of the same gender. One implication of this fact is that if security staff, for instance, are all male, female clients will be less likely to connect with them. In any event, it is critical that security and service staff be consistent across the board in their modeling of appropriate Day Center conduct.

Moreover, influence can be both direct and observed. The people around the client (being directly influenced) will respond to the behavior they imitate when either reinforcement or punishment is administered. If a client imitates a model's behavior and the consequences are rewarding, not only the client but others around them are likely to continue the behavior.

The Day Center code of conduct should recognize all these facts and should include the following, at a minimum:

- No possession or of alcohol, controlled substances, weapons or other contraband,
- No threatening speech or behavior,
- No vulgar or offensive speech,
- No insensitive or intolerant speech that could threaten anyone based on gender, age, race, religion, orientation or other factor,
- No conduct that is destructive to the facility or disruptive to an appropriate, peaceful, professional human service milieu,
- No unwanted advances or solicitations of any person, and
- No nudity or offensive exposure.

In addition, members should be required to smoke only in designated areas and food and beverages should be consumed in an area of the Day Center separate from the designated smoking area. See also the Temporary Bridge Shelter rules on page 32-33 of this report, which should be adapted as necessary for the Day Center.

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Day Center members should be actively involved in the daily maintenance and upkeep of the facility. Including members as valuable contributors to the program fosters a sense of ownership and responsibility and decreases the incentive to misuse the site or take its services and amenities for granted. Member incentives are effective motivators and can help facilitate members' willingness to engage with services in a mutually respectful relationship. As an example, see Alpha Project's Passport Program list on page 33.

Staff-to-Client Ratios

In most human service programs that work with people experiencing homelessness, and ideal ratio of service staff to client is 1:25. Obviously, funding is the limiting factor in maintaining such a ratio. That number should include direct service personnel and should be in addition to security staff.

Provision of Showers, Laundry, Storage and Other Basic Services

The basic services at the Day Center, which should be ADA-compliant, should include, but are not limited to:

- Showers,
- Restrooms and wash stations,
- Laundry facilities,
- Mail services,
- Telephone access and message services,
- Safe drinking water,
- Computer access,
- Personal storage,
- Refrigeration for medications,
- Access to testing for communicable disease,
- Transportation assistance,
- Access to employment services,
- On-site partners, and
- Community space for activities and group events.

All basic services should be facilitated by Day Center staff or on-site partner providers.

In addition to these basic services, the full range of services offered through the Day Center should be linked to a system of housing navigation, coordinated entry and housing placement and should include the program elements listed in the following section.

Additional Services Needed

The Day Center should offer enhanced services, including services provided by partner organizations and public agencies. Such services include, but are not limited to:

- Veterinary and other pet care services,
- Access to primary and mental health care,
- Health screenings for infectious disease and chronic conditions,

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- Assistance with access to transportation resources,
- Housing navigation, unless offered at the Housing Navigation Center,
- Partnerships with behavioral health and substance abuse treatment providers, and
- A television and socialization area plus recreation and social activities to increase a sense of community

Beyond these direct member services, the Day Center should participate in multi-agency case conferencing both on- and off-site, especially for members with special needs, should incorporate work programs and direct service to the neighborhood, and should create incentive-based programs for engagement in services leading to stabilization and housing. As noted above, one example of such a program element is the Passport Program used at Alpha Project's Temporary Bridge Shelter to encourage willing participation in and completion of all phases of orientation, screenings, partner-provided services and other amenities offered on-site (see "Coordination of Services" on page 32). The program is privately funded and provides incentives in the form of a backpack with a running suit, gift card, hygiene packs and socks. Since implementing the Passport Program at the Alpha Project Temporary Bridge Shelter, participation in the services listed above has increased by approximately 80%. Residents who engage in services once are more likely to continue engaging once trust is established.

Security in the Day Center and Surrounding Community

As described above in several sections, it is critical that the City enforce with the operator the importance of being a good neighbor, keeping the community clean and safe, and working to ensure that the Day Center's operation contributes to the neighborhood's quality of life, rather than diminishing it. This must include mitigating issues related to individual memberships by linking their conduct and behavior to their continued access to and use of the facility and its services. Issues including camping on the sidewalks, use, purchase or sale of alcohol or controlled substances or alcohol in the vicinity or any other behavior or conduct that would make the Day Center a bad neighbor must result in consequences. Specific recommendations to improve security for the Day Center and surrounding community include:

- Closing the main gate and keeping the entire facility gated and secure at all times,
- Making only one point of entry and exit staffed at all times by security personnel,
- Use of membership cards,
- Providing security staff with a golf cart or other vehicle to patrol the neighborhood,
- Adding security video cameras to the interior and exterior of the property, and
- Ensuring there is sufficient exterior security lighting to discourage unwanted activity in the area.

At present, the City contracts separately with the Day Center operator and security provider. While this practice does give the City direct control of the security contractor, it also means that the operator and security providers are not on the same page, programmatically. Moreover, it excludes security personnel from the trainings listed above, such as social modeling and trauma-informed care. Ideally, security personnel should be an integral part of the operator's team and should be part of community-based services, including security patrols, clean-up projects and other services that include Day Center members.

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The operator's security staff should approach the Day Center with special attention to the program's impact on the surrounding neighborhood and should work closely with the Police Department including HOT and HART teams. Police officers should regularly visit the center and should be welcome at all times. Staff and members alike should establish relationships with officers through regular contact and free and trusting communication. The operator's executive leadership should remain in close contact with City officials to respond to emerging trends and events and to assist in the implementation of strategies to maintain an environment conducive to neighborhood well-being.

Entry and Exit Procedures

In addition to restricting access to a single point of entry and exit, monitored by security staff and restricted to members with rightful access to the property, Alpha Project recommends that the City require the operator to adopt a comprehensive entry and exit protocol to be included in its policies and procedures. Entry and exit procedures should include required safety elements, provisions for screening of all individuals seeking access, procedures for denying access, requirements for conduct upon entering or exiting, including initial entry, which should include the formal assessment, intake and orientation described above. As an example, the following text is taken from Alpha Project Temporary Bridge Shelter policies and procedures manual.

- *Initial intake and VI-SPDAT assessment done by Alpha Project Bridge Shelter staff. Intakes consist of completion of an intake form including resident's demographics and all mandatory HMIS Clarity questions, medication log, service animal/emotional support letter, certification of homelessness, signing of shelter rules and regulations (with a copy given to each client), bed assignment, distribution of blankets and hygiene packs. All required information will be entered into HMIS Clarity within 24 to 48 hours.*
- *Bridge Shelter staff will log all intakes and exits in the daily activity log.*
- *A daily bed list will be generated by Bridge Shelter staff.*
- *Disabled residents requiring a bottom bunk will be noted on the application form.*
- *Residents will be responsible for all medications, except those requiring refrigeration. Refrigerators will be provided.*
- *A sharps container will be provided for proper disposal of diabetic supplies.*
- *Staff will review Bridge Shelter rules with each resident and obtain a signed agreement of these rules upon intake. Residents will be provided a copy.*
- *Residents upon receiving a bed assignment will be issued an identification badge containing name, date of intake, bed number, and resident's signature.*
- *All residents entering the Bridge Shelter may be subject to a property search for the safety of staff and residents, if staff deems it appropriate. Examples would be reasonable suspicion of possession of drugs, alcohol or weapons.*
- *Bridge Shelter staff will perform a bed check at 8:00 p.m. each evening to determine how many beds are available. The program will always accept the most vulnerable first (i.e. medically frail, physically disabled, women and seniors). Outreach staff on second shift will ensure the beds are occupied each night.*
- *Security will be responsible for completing regular fire watches, security checks and securing the outside perimeter of the facility within the neighboring community.*

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- *Residents may be exited for violation of the rules of the Bridge Shelter or not being present for bed check. Exceptions will be made for emergencies and documented work schedules or prior authorization by Bridge Shelter staff.*
- *When a resident is exited for missing bed check, all property is bagged and labeled with name, bed number, date, time and total number of bags and logged.*
- *When a resident is asked to leave for non-compliance of rules, the resident must take all belongings with them. You may be terminated from the program for the following reasons, although not limited to fighting, stealing, and threatening behavior, bringing drugs and/or alcohol on site.*
- *Alpha Project will ONLY hold exited resident's property for 72 hours. If resident does not pick up belongings within those 72 hours all property will be discarded.*

Not all elements of the entry and exit procedures for a shelter program are applicable to the Day Center, a list of procedures like the foregoing should be developed and enforced for the Day Center.

Resources Required to Improve Neighborhood Safety and Quality of Life

The resources required to improve neighborhood safety and quality of life include both capital and personnel funds. As indicated above, a patrol vehicle, security cameras, adequate fencing and other barriers are all elements of addressing the City's objectives. So is the provision of a sufficient number of trained, engaged security personnel.

In addition to financial resources, the City should also facilitate closer coordination between the Day Center operator and other neighborhood stakeholders and should ensure that the Police Department works closely with the Day Center, including regular on-site visits and response to calls, to prevent or intervene in cases of criminal conduct or other behavior detrimental to the neighborhood.

These are essential resources needed to address the current situation. The outward-facing community programs and outreach and engagement programs are recommended to fully transform the status quo and incorporate the Day Center as a positive element in the community. The Day Center operator's current Talking Trash program, which deploys a supervisor and three homeless or formerly homeless community cleaners five days a week throughout the City to remove trash along a designated route, should be expanded with funding for more crews and activities. Litter and trash clean-up is an important community service, but crews could also work with the City to provide minor repair services, graffiti removal, weed and brush clearance and other highly visible community benefits. Alpha Project's work crews provide these services and more and also enlist homeless and formerly homeless people



Alpha Project work crew performing community service, San Diego.

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as peer-to-peer engagement workers, helping to build a bridge to services for people reluctant to engage with outreach staff and/or service providers.

While the essential resources described in this sub-section are important to improving the operations and impact of the Day Center, still, the biggest neighborhood impact will come from successful operation of the Temporary Bridge Shelter, described below.

Operation of Outward-Facing Community Programs

As described above, the City should require the operator to participate in neighborhood networks, taskforces and other groups and should require reporting on that participation, input received and responses to feedback. The operator needs to be connected to neighborhood residents' and merchants' groups and should be involved in any neighborhood-wide initiatives. There should be an easy process for hearing and responding to neighborhood issues and concerns.



Shelter Residents, staff, neighbors, providers, and other community members gather regularly at the shelter to discuss best practices and community involvement, San Diego.

The Day Center should also include opportunities for members to participate in staff-led community clean-up projects and other neighborhood improvement activities. The goals of those projects and activities should be 1) to engage members in meaningful work and increase their connection to the community at large, and 2) to shift neighborhood perspectives by showing the contributions of people experiencing homelessness rather than the undesired impacts of their presence.

The Day Center should also be led with input from the Advisory Board, described above, and the facility should be available during non-operating hours to host community events and provide additional neighborhood benefits. These could include holiday events, neighborhood meetings, hosting community organizations, AA and NA groups and many more activities to make the Day Center an active, involved community-based center. The facility at 2018 Grand Boulevard can be a place for celebrations, recognitions and positive experiences for the community. Elected leaders and other officials should be invited to events to partake of the facility's positive energy and to develop a sense of connection to the site.

Outreach and Engagement Programs

The Day Center should be part of outreach and engagement activities as described above. Outreach programs should align with regional objectives and outreach personnel should contribute to the work of the Day Center through outreach to persons experiencing homelessness in order to facilitate their access to the Day Center and its housing navigators. Day Center staff should coordinate with outreach teams to prioritize bridge shelter placement, housing navigation services and stabilization assistance on a priority basis that best addresses documented gaps and needs. Outreach staff should maintain engagement with high-priority individuals by contacting them on the street and other service sites and

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should encourage each individual's use of the Day Center's resources, including through warm hand-offs to Day Center staff and through continuing advocacy on behalf of people experiencing homelessness with service providers throughout the City and County.

Outreach teams should drive marked, readily recognizable vans, and should be able to provide transportation to people willing to engage in services at the moment they are willing to go. Outreach staff and all other program personnel should wear distinctive, easily recognizable uniforms at all times. Outreach teams should provide daily coverage of areas with large concentrations of homeless people. Outreach staff should be equipped with tablets or other mobile internet-connected devices to allow staff to access HMIS and CES records. If an assessment needs to be completed, mobile technology should allow staff to upload results to the system.



Identifiable Alpha Project outreach worker in a clearly marked van builds rapport with people living on the streets, San Diego.

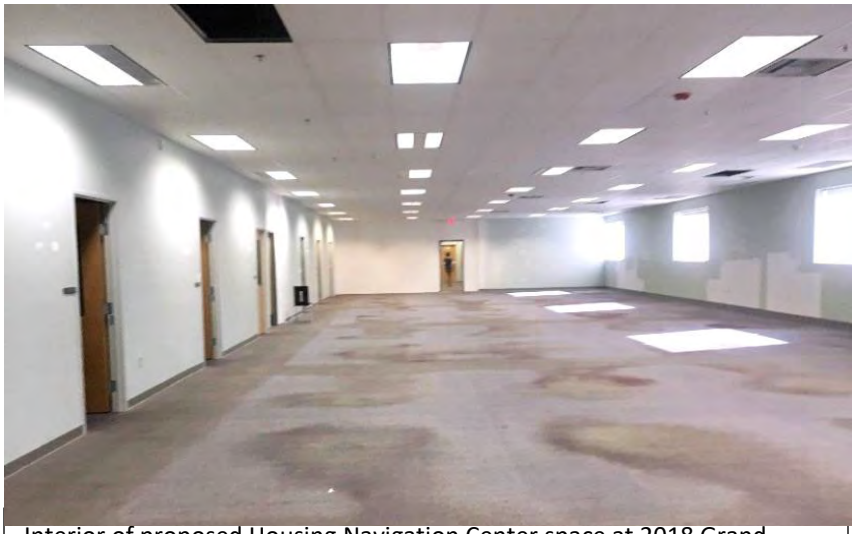
Outreach staff should attend any and all community meetings, CoC meetings or other networks and meetings and should be available for presentations and education to businesses and residents. Outreach teams should work closely with partnering agencies and HOT and HART teams and should be available for business and residents to address immediate concerns. Outreach teams should also engage the community as they conduct outreach, eliciting feedback and input.

In the end, however, outreach and engagement efforts will require a Temporary Bridge Shelter to achieve their greatest impact.

Design and Operation of a Housing Navigation Center

The basic philosophy of the Housing Navigation Center should be to work with people experiencing homelessness as part of a coordinated system to move them with appropriate supports through the process of identifying, obtaining and retaining housing appropriate to their long-term needs. The Housing Navigation Center should focus on rapid placement of individuals and families in housing following individualized housing plans that identify each individual or family's unique needs, vulnerabilities, priorities and capacities. This should be done with the awareness that not all people experiencing homelessness can access or retain permanent housing without first stabilizing and addressing housing readiness objectives, a factor the Temporary Bridge Shelter is meant to address.

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Interior of proposed Housing Navigation Center space at 2018 Grand Boulevard.

The Housing Navigation Center should offer adequate office space, one-on-one client meeting space, conference space and waiting room areas with minor amenities to serve the intended population and ensure service coordination from multiple providers, public and private. The Housing Navigation Center operator should have specific, quantifiable performance and outcome measures in its contract with the City and should be required to report on those measures with provisions for non-compliance or under-performance. The operator should be empowered to leverage multiple resources from partners in the CoC and from departments of City and County government.

The Housing Navigation Center should be an integral component of the CES headed by Council for the Homeless and should be the principle source of housing referral and placement in the City, with linkage to the Day Center and Temporary Bridge Shelter, as well as outreach and engagement programs and all other aspects of the CoC. The existing space could be quickly prepared, equipped and furnished to commence operation and its connection to the Day Center provides an ideal opportunity to begin serving high-need subpopulations and the largest daily concentration of homeless adults in Clark County.

Linking the Day Center to the Housing Navigation Center

The Day Center should be a direct portal of entry to the Housing Navigation Center and members should be incentivized to connect with the Housing Navigation Center to ensure they are engaged and actively using the services available from the combined 2018 Grand Boulevard programs. The Housing Navigation Center should NOT be an overflow space for the Day Center and access should be for those people actively working with or beginning the process of working with housing navigators to achieve placement. Housing Navigation Center clients should be a priority for Temporary Bridge Shelter placement and all residents should be connected to housing navigators at the Housing Navigation Center.

Providers and Services Needed at the Housing Navigation Center

Services at the Housing Navigation Center should be comprehensive and should be coordinated in each individualize housing plan to address impediments to housing access and retention. In addition to housing navigation, the full array of partner provided services should include, but are not limited to:

- Benefits enrollment,
- Vital records (IDs, birth certificates, etc.),
- Legal assistance,

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- Transportation assistance,
- Emergency food, hygiene items, clothing and other in-kind supports,
- Childcare and school placement assistance,
- Translation and interpretation services,
- Physical and mental health care,
- Substance abuse treatment,
- Veterans services,
- Domestic violence and other crisis services,
- LGBTQ-focused services,
- Services for transition-aged youth,
- Senior services,
- Family reunification and other shelter diversion interventions,
- Education and training programs, and
- Employment placement assistance.

All services should be provided by culturally and linguistically competent providers and should be based in best practices, including Motivational Interviewing, Cognitive Behavioral Therapy, Trauma-Informed Care and other models.

Focusing on Housing Placement through Coordinated Entry and Assessment

The Housing Navigation Center should employ shelter diversion as an approach to help individuals identify resources and options for immediate alternative housing arrangements. Shelter diversion and prevention should help to ensure that the Temporary Bridge Shelter's beds are being held for those individuals who do not have another safe housing alternative. Prior to placement in shelter, Housing Navigation Center staff should utilize shelter diversion strategies to prevent long-term, repeated shelter stays by quickly placing individuals into permanent housing, or pursuing other avenues as appropriate for each individual, including family reunification or assistance returning to a home out of the area.

The Housing Navigation Center's housing navigation services should employ Motivational Interviewing, Trauma-Informed Care, multi-party Community Case Conferencing and other best practices to ensure equitable treatment of all participants and to maximize the program's effectiveness in preparing residents for placement in appropriate permanent housing and long-term housing retention. Program staff should attend and contribute to any meetings or trainings required by the CoC and should partner with the City in a collaborative improvement process by identifying and implementing improvements indicated through program data and regular reporting.

As indicated elsewhere in this report, it is important to note that the permanent housing focus of a CES and the Housing First philosophy discounts the very real fact that a significant portion of people experiencing homelessness cannot function in independent housing. For some people, permanent supportive housing is an option. However, given the shortage of permanent supportive housing units in the City and County and the need for people to stabilize and prepare for housing, when it becomes available, the placement focus of the Housing Navigation Center must include Temporary Bridge Shelter and other shelter placement options.

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Connection to Temporary Bridge Shelter

As in the case of the Day Center, the effectiveness and outcomes of the Housing Navigation Center will be dependent on the availability of shelter through the directly connected Temporary Bridge Shelter. In fact, without an adequate supply of shelter beds, neither the Day Center nor the Housing Navigation Center can achieve the City's desired results. The same is true for outreach and engagement, coordinated entry and all other integral components of the CoC. Given the space available in the current facility and the unmet need in the City and entire CoC, Alpha Project recommends opening a Temporary Bridge Shelter at 2018 Grand Boulevard. The Temporary Bridge Shelter is described in the following section.



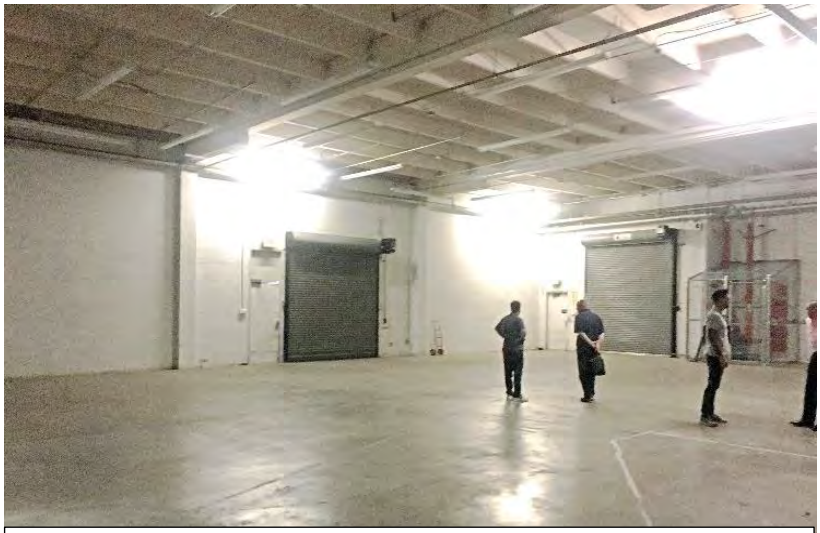
Identifiable Alpha Project outreach worker and client, San Diego.

Appropriateness of Temporary Bridge Shelter Connected to the Day Center and Housing Navigation Center

As mentioned in the initial section of this report, Alpha Project has hosted 78 delegations from more than 50 cities, counties, states, units of government and foreign countries. Those delegations represent communities that face challenges like those facing Vancouver. Each has come to observe a program that can be replicated in their jurisdictions to address the critical gaps left behind by Housing First, coordinated entry and other federally driven focus areas for homeless CoCs. The proposed Temporary Bridge Shelter in Vancouver will be the linchpin in the City's response to its current homeless crisis. It should be directly connected to the Day Center and Housing Navigation Center and it should follow best practices and demonstrated evidence from programs of its type, including Alpha Project Temporary Bridge Shelter in San Diego.

Design and Usage of 2018 Grand as a Temporary Bridge Shelter

The warehouse space adjacent to the intended Housing Navigation Center at 2018 Grand Boulevard offers the City an ideal option for siting a Temporary Bridge Shelter. As noted above, with reference to the Day Center, locating such a facility outside Downtown is unusual. However, the structure itself is most likely unique and with minimal retrofitting can easily accommodate all the intended programs, services and functions described throughout this report.



Interior of proposed Temporary Bridge Shelter space at 2018 Grand Boulevard.

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Alpha Project recommends a capacity of at least 150 shelter residents, divided by gender in accordance with the Point-in-Time count's observed percentages of unsheltered men and women (54% and 46%, respectively). Additionally, the total bed count should include safe space for transition-age youth, seniors, the disabled, gender nonconforming individuals and individuals in crisis placed by the Police Department's HOT and HART teams. There should be space included for one-on-one consultations between residents and staff, along with space for partner providers, case conferencing, communal dining, television and leisure activities. The Temporary Bridge Shelter should be open around the clock, 365 days a year.



Alpha Project staff and Temporary Bridge Shelter resident, San Diego.

The facility should include men's and women's showers and restrooms, meals, space for safe storage of personal belongings refrigerator for medications, along with other basic services.

Coordination of Services

Each resident's stay in the program should begin with an assessment using the VI-SPDAT described above, if one has not already been administered, followed by an intake process that ensures all HMIS data is gathered and included in the database. Following intake, the orientation process for each resident should include familiarization with the program's code of conduct, which should include the following rules.

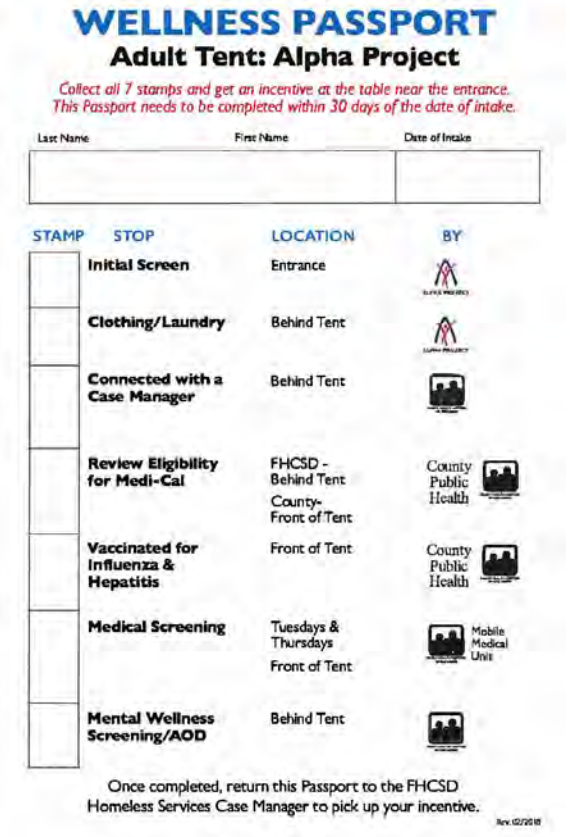
Rules for Temporary Bridge Shelter Residents

1. Staff members and other residents are to be treated with respect at all times. Violence and /or threats of violence are not allowed; neither are aggressive behaviors, including use of profanity, racial slurs, sexual or inappropriate comments and/or remarks, shouting or fighting.
2. Use or possession of drugs, drug paraphernalia and/or alcohol are not allowed at any time on the property.
3. Staying out overnight, without prior written approval from the case manager is not allowed and will result in loss of your bed.
4. No weapons may be in residents' possession on the property at any time. Knives and other weapons must be checked in with security.
5. All residents are required to submit to a search upon request by security.
6. No resident may steal from either the shelter or its residents.
7. No behavior is allowed that could jeopardize the safety of any other resident or staff (including but not limited to burning candles or incense, causing fire hazards and any and all safety violations)
8. Residents must smoke only in designated areas.
9. Residents must comply with staff direction to maintain cleanliness and sanitary conditions daily.
10. Residents may not misuse or destroy shelter property.
11. [Operator] will not be responsibility for any lost, stolen or damaged property.
12. Showers are open from [hours] unless prior arrangements have been made.

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13. Residents are permitted to possess a maximum of two bags, which must be kept under their assigned bed.
14. Residents may not hang items on beds or bed posts.
15. Residents may not tamper with bed numbers or other people's property.
16. Residents must wear their ID badge at all times while inside the shelter.
17. Residents must keep their sleeping area neat and clean.
18. Women and men may not loiter in each other's sleeping areas.
19. Meals are served at [hours]
20. Bicycles must be kept in designated area at all times.
21. [Operator] will only hold personal property for 72 hours, after which unclaimed property will be disposed of
22. Curfew is at 8:00 p.m. to reclaim beds. Lights out is at 10:00 p.m. Sunday through Thursday and 11:00 p.m. Friday and Saturday. Residents must remain on-site after 8:00 p.m.
23. No loitering is permitted outside the perimeter of the shelter. The perimeter must be kept clean at all times.
24. Residents may not use or possess illegal drugs at the shelter and clients must comply with all applicable federal, state, and local laws.
25. Residents may not possess alcohol on the premises at any time.
26. Residents must maintain possession of all prescription medication. Shelter staff is NOT permitted to hold or dispense medication, with the exception of medications requiring refrigeration.
27. All animals must be on a leash at all times and residents must clean up after their pets. Animals may not be bathed on site. The shelter only excepts service animals.
28. To preserve confidentiality and privacy, residents may not video or photograph any resident, staff member or community partner while on the property.

As described on page 23, new residents should be given an incentive to complete all wellness objectives, with services provided either by Clark County Public Health or a private healthcare partner. To the right is an example of the Passport checklist provided to all residents of Alpha Project's Temporary Bridge Shelter.



WELLNESS PASSPORT

Adult Tent: Alpha Project

Collect all 7 stamps and get an incentive at the table near the entrance.
This Passport needs to be completed within 30 days of the date of intake.

Last Name | First Name | Date of Intake

STAMP	STOP	LOCATION	BY
	Initial Screen	Entrance	
	Clothing/Laundry	Behind Tent	
	Connected with a Case Manager	Behind Tent	
	Review Eligibility for Medi-Cal	FHCSD - Behind Tent County- Front of Tent	County Public Health
	Vaccinated for Influenza & Hepatitis	Front of Tent	County Public Health
	Medical Screening	Tuesdays & Thursdays Front of Tent	Mobile Medical Unit
	Mental Wellness Screening/AOD	Behind Tent	

Once completed, return this Passport to the FHCSD Homeless Services Case Manager to pick up your incentive.

The Temporary Bridge Shelter should have a procedure for linking residents to active, effective housing navigation through the Housing Navigation Center and should provide case management and advocacy, crisis intervention, basic hygiene and shelter services, linens and other bedding, laundry service, message and personal storage services, meals served on-site and access to a range of other on-site supportive services provided by the operator and its partners. Additional services to benefit residents and the community as a whole should include infections disease testing, neighborhood security patrols and clean-up services, and opportunities for residents to participate in meaningful work projects.

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The program should coordinate with and provide referrals to and advocacy with County, State, and federal programs, as well as nonprofits and social service agencies, as appropriate. The program should also provide assistance in locating safe and affordable permanent or other longer-term housing residents, including determining diversion opportunities or housing interventions outside of CES when appropriate. Case Managers and additional support staff should provide support to the Housing Navigation Centers personnel as necessary to assist residents with housing applications and supportive and subsidized housing paperwork. The operator should provide information and referral services to all member organizations of the CoC and to mainstream benefits and resources, landlords and nonprofit housing providers, as well as a range of adjunct services including legal assistance, individual and family counseling, domestic violence interventions, veterans' healthcare and other benefit programs, transportation options and all other community service options. Case Managers should serve as the primary point of contact for all resident referrals, unless that function is provided by staff at the Housing Navigation Center. Information should also be available via print materials, hand-outs, flyers and other literature, which should be available on-site at all times.

The operator's policies and procedures should ensure that all services are coordinated and that all partner providers are connected through multi-agency case conferencing. Some services may be provided by Housing Navigation Center personnel and/or partner providers working from the Housing Navigation Center. The important, essential aspect of coordinating multiple inputs is working from individualized housing plans developed for each resident in accordance with their complete needs and optimal housing goals.

Policies, Procedures and Operational Guidelines for a Temporary Bridge Shelter

At a minimum, the Temporary Bridge Shelter's policies and procedures manual should address all of the following elements:

- Program overview,
- Operational guidelines,
- General intake policy,
- Intake prioritization and selection policy,
- Coordinated entry, outreach and placement,
- Outreach activities,
- Housing navigation,
- Procedure for turnover beds,
- Routine sanitation and infectious disease prevention and mitigation,
- Daily schedule of operations,
- Confidentiality and release of information policy and procedures,
- Disclosures required by law,
- Internal and external incident reporting,
- Grievance procedure,
- Laundry procedures,
- Meal and food service procedures,
- Guidelines for volunteers,
- Provisions for on-site service partners,
- Safety procedures,

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- Evacuation procedure,
- Emergency contact information, and
- Code of conduct.

Essential Services and Housing Placement Goals

Essential basic services should include, but are not limited to:

- 150 beds for single adults 18+ experiencing homelessness in an ADA-compliant facility,
- At least two (2) meals per day,
- Showers, wash stations, restrooms, laundry facilities, and storage
- Routine operating supplies, including but not limited to hygiene products,
- Telephone access and message services
- Janitorial and routine maintenance services,
- Waste removal and disposal services,
- Refrigeration for medication,
- Regularly laundered linens, and
- Access to testing for communicable diseases augmented by health services through a partner provider.

Additional services should include case management, with multi-party case conferencing, along with use of Motivational Interviewing and Trauma-Informed Care approaches. Staff should provide immediate and short-term emergency crisis intervention to individuals in order to restore stability. The operator should work with partners in the community to provide resources needed to individuals in crisis. Such crisis situations may include domestic violence, suicidal thoughts, mental or physical health issues, or other risks to an individual's well-being. All staff should be trained to identify a crisis situation, assess situational needs, apply techniques to stabilize or diffuse the situation, including the principles of trauma-informed care, and to encourage utilization of coping skills. Staff should be trained to identify special domestic violence needs and treatment considerations. All personnel should complete crisis intervention training, including any trainings provided by and/or required by the RTFH and the Housing Commission under the terms of the proposed contract.

Initial case management meetings for each resident should occur within 48 hours of admission to the program, at which time staff should determine that residents have been routed to the appropriate housing intervention according their assessment score. Case Managers or equivalent staff should be active listeners and should encourage residents through motivational interviewing techniques to identify and express their own housing goals. Case Managers should fully inform residents of the program's complete range of services, including employment opportunities, and should document and address any critical issues identified at the time of admission. While maintaining a low barrier to program participation, Case Managers should schedule follow-up meetings with residents on a regular basis to ensure progress is made rapidly toward a permanent housing placement or other longer-term placement appropriate to each resident's unique needs and abilities.

The overall objective of the program should be to offer a safe place for adult single men and women experiencing homelessness to receive bridge housing and appropriate services while preparing for permanent housing placement. The program should contribute to the City's goal of ensuring instances

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of homelessness are rare, brief, and non-recurring. All services should be easily accessible and evaluated for effectiveness on a regular basis.

Through provision of coordinated, comprehensive services, the program's goals should include achievement of the following outcomes and targets:

Outcome: Low barrier to entry
Measure: Assessed resident needs and HUD homelessness categories
Target: 100% of residents

Outcome: Access to resources/services to move into permanent housing and stabilize
Measure: Average length of stay
Target: A goal of 120 days or less

Outcome: Exits
Measure 1: Exits due to non-compliance with program rules
Target: Less than 20% or residents

Measure 2: Positive exits for residents remaining in the program 30 days or longer
Target: At least 30% of residents remaining 30 days or longer will exit to permanent housing

Measure 3: Positive exits for residents remaining in the program 30 days or less
Target: Undetermined, but to be documented in program reporting

Measure 4: Recidivism
Target: Of residents exiting to permanent housing, 15% or less should return to shelter within 12 months

Outcome: Efficient and effective use of resources
Measure: Monthly average occupancy rate
Target: The program should maintain an average occupancy rate of 90% from the date of full operational capacity

Outcome: Data Quality
Measure 1: Missing or incomplete data
Target: No more than 5% of program and client-level data should be incomplete in the HMIS

Measure 2: Timeliness of data entry
Target: 100% of data should be entered in the HMIS within three days

Outcome: Customer Service
Measure 1: Shelter resident satisfaction
Target: Operator should administer satisfaction surveys and document satisfaction levels in its periodic reporting to the City

Measure 2: Critical incident reports

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Target: Operator should document all critical incidents in its periodic reporting to the City

Outcome: Demographics
Measure: Program residents
Target: Operator should document resident demographics and demonstrate diversity in its periodic reporting to the City

Outcome: Community Outreach
Measure: Community meetings and feedback solicited
Target: Operator should document its participation in community meetings and other outreach activities and provide a summary of its activities in its periodic reporting to the City

Mitigation of Neighborhood Impacts

The operator should understand its role as a neighbor in a mixed-used community, the need for coordination with law enforcement and the philosophical approach needed to deal with the issues affecting the neighborhood around the 2018 Grand Boulevard. Selection of an operator should include assessment of a prospective operator's commitment to the neighborhood and willingness and ability to engage community leaders through an Advisory Board.

Appropriate and informed Temporary Bridge Shelter personnel (along with City staff and Police Department liaisons) should attend community meetings to ensure participation of neighborhood stakeholders and to ameliorate any concerns regarding siting and operation of the program. The operator should provide access to and channels for community feedback, commentary and expression of any concerns and should demonstrate to the City's satisfaction that community input has been heard, documented and incorporated in the program's policies and procedures manual.

The program should incorporate community service projects through a process of resident engagement, as described elsewhere in this proposal, and those projects should allow for peer-to-peer engagement of people on the streets while providing direct, visible benefit to the neighborhood. The program should collaborate directly with the Police Department's HOT and HART teams and should be an active participant in neighborhood networks, as well as provide community policing. The program should also accept and encourage outside entities to provide congregate feeding and other activities in lieu of such activities being conducted on the streets.



Response to Criminal Activity

Along with the recommendations included in previous sections, Temporary Bridge Shelter security staff should be visibly present in the neighborhood through regular patrols and should notify the Police Department of any observed criminal activity. Police officers should be welcome at on-site meetings and should be included in the Advisory Board described above. The neighborhood should be aware of

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the security measures implemented at the site, including exterior lighting and security cameras, and program staff should welcome all input from the neighborhood through a well-publicized, easily accessed process for complaints, suggestions or other input. Police Department data should be analyzed regularly following commencement of Temporary Bridge Shelter operation to assess the program's impact on the neighborhood.

Reducing Neighborhood Impact During Day Center Hours of Non-Operation

The existence and proper management and operation of a 150-bed Temporary Bridge Shelter will be the most important element of a comprehensive approach to reducing the impact of homelessness on the neighborhood 24 hours a day. Security staff should be trained in the best practices described above and should include individuals with lived experience of homelessness. Security should patrol the perimeter of 2018 Grand Boulevard and the adjoining neighborhood and should maintain close relationships with the Police Department. The code of conduct for residents should include a prohibition of loitering, littering and disruptive behavior in the neighborhood and security staff should document all occurrences of any deleterious neighborhood impact. As in the case of the Day Center, the facility should be well lit and should be equipped with video security cameras.

The Advisory Board should discuss the implications of any policies or procedures that could affect the surrounding neighborhood. The wisdom of law enforcement should be actively sought out and should be incorporated in the program's policies and procedures.

Options for Shelter Placement

In addition to the Temporary Bridge Shelter, all other providers of shelter in the City and County should accept referrals of assessed individuals and families referred through the Housing Navigation Center according to each program type, target population served and the unique needs of those individuals and families. It is important that the City's contributions to the current Homelessness Crisis Response System include awareness that permanent housing placement is not always optimal, timely or even possible. Consequently, the full range of shelter options should be available to expand the effectiveness of the Temporary Bridge Shelter and placements of residents in non-permanent housing options should be considered a successful outcome.

Additional components of a coordinated system should include any seasonal or emergency shelter programs along with the use of motel vouchers, roommate matching programs and other alternatives to placement in single-resident or single-family permanent housing.

Engagement of Community Interests

As discussed extensively in this report, the program operator needs to be connected to all community groups and should enlist them as allies, not antagonists. The neighborhood impact from the initial roll out of the current Day Center program can be reversed and implementation of the full range of programs and services recommended for 2018 Grand Boulevard can be a benefit to the neighborhood, not a detriment. The City and the operator should be at the forefront of an effort to change perspectives, address current issues and prevent new ones.

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Compliance Oversight and Other City Responsibilities

The City needs to be clear with any prospective operator that contractual terms and objectives are minimal requirements and that compliance with those requirements is not optional. The City should tie funding to performance, demonstrated through accurate and timely outcome reporting, including outcomes that measure the reduction in neighborhood impact from the status quo. If necessary, the City should provide formal training with the operator to ensure its expectations are understood and that the overall goals for an improved response to homelessness are embedded in the operator's policies and practices.

Performance Monitoring

The operator should be required to participate actively in compliance and performance monitoring and improvement activities required by the City. The Temporary Bridge Shelter should be monitored internally by executive staff as part of the operator's quality control procedures and its performance should be tracked and recorded through full, timely participation in the CES, HMIS and any other networks or shared databases required of programs in the CoC.

The operator should be required to attend and contribute to any meetings or trainings required by the City or the CoC and should partner with public agencies in a collaborative improvement process by identifying and implementing improvements indicated through program data and regular reporting.

Maintaining all appropriate documentation in the HMIS is critical. Staff should provide all required data entry, analysis and reporting in the HMIS for timely assessment of the program's status and performance and access to client-level data. Additionally, reporting should incorporate data from individualized case files, partner provider service summaries and other client-level documentation of engagement and outcomes. Reporting should include the number of service contacts, successful housing placements and a summary of performance regarding all required elements of the City's contracted scope of work.

Outcome reporting should inform the operator's continuous improvement process by indicating rates of progress toward program objectives and client willingness to engage in available services. The program's manager or equivalent position should oversee internal and external reporting and should review performance data with staff to direct course changes as required during the contract term. The operator's executive leadership should work with program management to identify needed resources, emerging best practices, innovative service delivery models and other opportunities for program improvement and to address gaps or weaknesses in the program's design or impact.

The program should document all program progress to the City through monthly and term-end reports in the form, format, and submission timeline determined by the City. The HMIS will provide much of the data for performance monitoring but documenting neighborhood impacts and mitigation will require regular observation and give-and-take with the operator to properly orient them to their expected role as a neighbor answerable to the City. Neighborhood law enforcement statistics, incident reports and other data should be included in regular reporting.

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Meeting General Overhead and Administrative Costs

The operator's scope of service and consistent operation of a high-quality program will require maintenance, finance and contract management, management staff, communications, utilities and other basic costs of doing business that a base contract needs to include. Sufficient overhead funding will be needed for any operator in Clark County, especially given the scope and scale of the intended three inter-connected programs. Not all prospective operators have the capacity to meet the demands of the program that a City contract as described above will include. The City should be realistic in allotting a budget for the Temporary Bridge Shelter as well as the Housing Navigation and Day Center.

Leveraging Additional Resources

The City should work with its own staff and the operator to identify additional funding sources to support the program. The City can front the funds necessary to launch and begin operation of the program but there are many other sources of potential support that should be approached, including Clark County, the Housing Authority, state and federal sources and private philanthropy. Although, not an exhaustive list, other leveraged resources should include partnerships with other providers, businesses, educational institutions, staffing agencies, and other resources.

Contract Enforcement

The contract with an operator should include clear conditions for non-payment or solicitation of a new provider, as well as reporting requirements, deadlines and other standards the City can enforce.

Conclusion and Further Recommendations

In addition to the points emphasized in the Executive Summary, Alpha Project recommends that the City identify ways to best use its funds to close gaps in the existing CoC and to match other resources in a way that synergizes the impact of blended funding. This could include joining with the County and/or Housing Authority in joint requests for proposals, matching private philanthropy, applying for federal and state funding as a direct applicant or using new initiatives, bond measures or other opportunities to create new sources of City funding.

Alpha Project believes a Temporary Bridge Shelter could be fully operational within 90 days of contracting with an operator and that should be the City's first and foremost goal to improve its current response to homelessness.

Alpha Project also encourages the City to be firm and demanding in its role of contract oversight and enforcement. The City's obligation to its homeless citizens is no greater than to its citizens as a whole and the City has a right to require any contracted operator to be responsive to contractual demands and to the neighborhood affected by the programs described in this report.

As described in the Executive Summary, the City is ahead of its homeless problem in many ways. The commitment of City leadership and of private funders and supporters to address the problem proactively and responsively is to the credit of all involved. Alpha Project remains available to the City to provide any further advice that could be of benefit, to provide training or presentations, or to share materials that can maximize the benefit of the proposed programs and mitigate the current impact of homelessness on the City of Vancouver and its wonderful people.

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From: City Council
To: Dollar, Sarah; Snodgrass, Bryan
Subject: FW: Proposed Zoning Change to "Miller" property 12/4/23
Date: Friday, December 1, 2023 7:49:44 AM
Attachments: aerial of pond 3 14 2018.pdf
Miller flood map pond area .77 pond.png
Importance: High

Written comments for 12/4 Council

From: Jeff Mays <[redacted]>
Sent: Thursday, November 30, 2023 5:21 PM
To: City of Vancouver - Office of the City Manager <CMO@cityofvancouver.us>; City Council <council@cityofvancouver.us>
Subject: Proposed Zoning Change to "Miller" property 12/4/23
Importance: High

Some people who received this message don't often get email from [redacted]. Learn why this is important

CAUTION: This email originated from outside of the City of Vancouver. Do not click links or open attachments unless you recognize the sender and know the content is safe.

To: City of Vancouver Mayor and Council Members

Subject: Critical Review Needed for Proposed "Miller" Rezone at 7318 NE 63rd St, 7208 NE 63rd St, and 6403 NE 72nd Ave

Dear Honorable Mayor and Council Members,

I am Jeff Mays, a concerned resident and insurance agent living at 7201 NE 65th St, closely situated to the proposed rezone site. It appears this project was rushed through the process and was not adequately prepared. I am writing to urge a reevaluation of the current proposal, highlighting three crucial aspects that demand your attention:

1. **Immediate Flood Risk**: Positioned in a designated flood zone "A," the project site is vulnerable to flooding. As someone versed in flood risks, I assert that the necessary elevation changes to combat flooding risks will create an alarming disparity between new construction and existing homes. Our neighborhood could be left in a shadow, both literally and figuratively. I implore you to review the attached photographs showing seasonal flooding, illustrating the gravity of this concern.
2. **Imperative Wetland Preservation**: A significant wetland, as clearly shown in the 3.14.18 ERSI photo, lies at the heart of this property. The current proposal's oversight in building within this wetland is not only

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environmentally unsound but also a disservice to our community's natural heritage. Mitigation through a habitat bank, though a solution, lacks sufficient planning in the present context. This oversight cannot be ignored.

3. **Zoning Consistency for Community Harmony**: The adjacent areas are zoned R-9 and R-18, but this project jumps to R-30 zoning, which is not only inconsistent but also neglects the critical need for additional on-street parking, a lifeline for high-density areas. A more thoughtful R-18 zoning would harmonize with the neighborhood's existing character and needs.

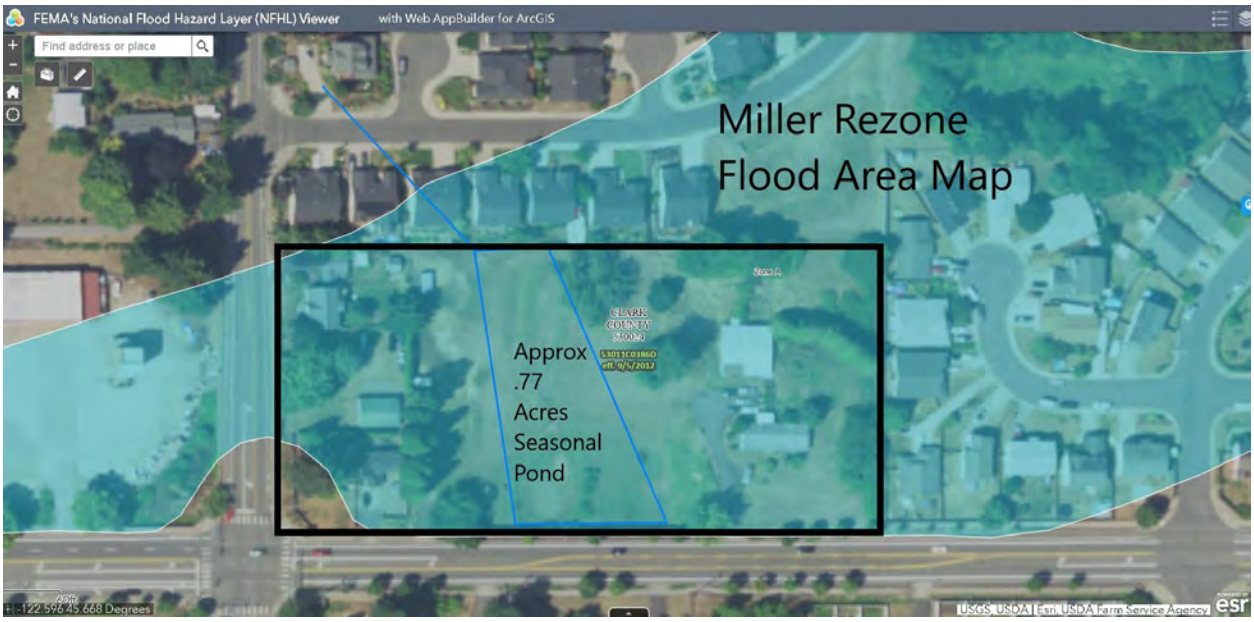
I strongly advocate for a return of this project to the drawing board for a comprehensive review, ensuring that the proposed changes do not only meet technical requirements but also resonate with the values and needs of our community. Our neighborhood's integrity and the city's future are at stake.

Thank you for considering these critical points. Your decisions shape not just landscapes but lives.

Sincerely,

Jeff Mays
[redacted], Vancouver, WA 98662
[redacted] | [redacted]

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ESRI | World Imagery Wayback

2016 2018 2020 2022

Only versions with local changes

Selected release

2018-03-14

Click map for imagery details

2023-08-10

2022-06-08

2021-04-28

2020-10-14

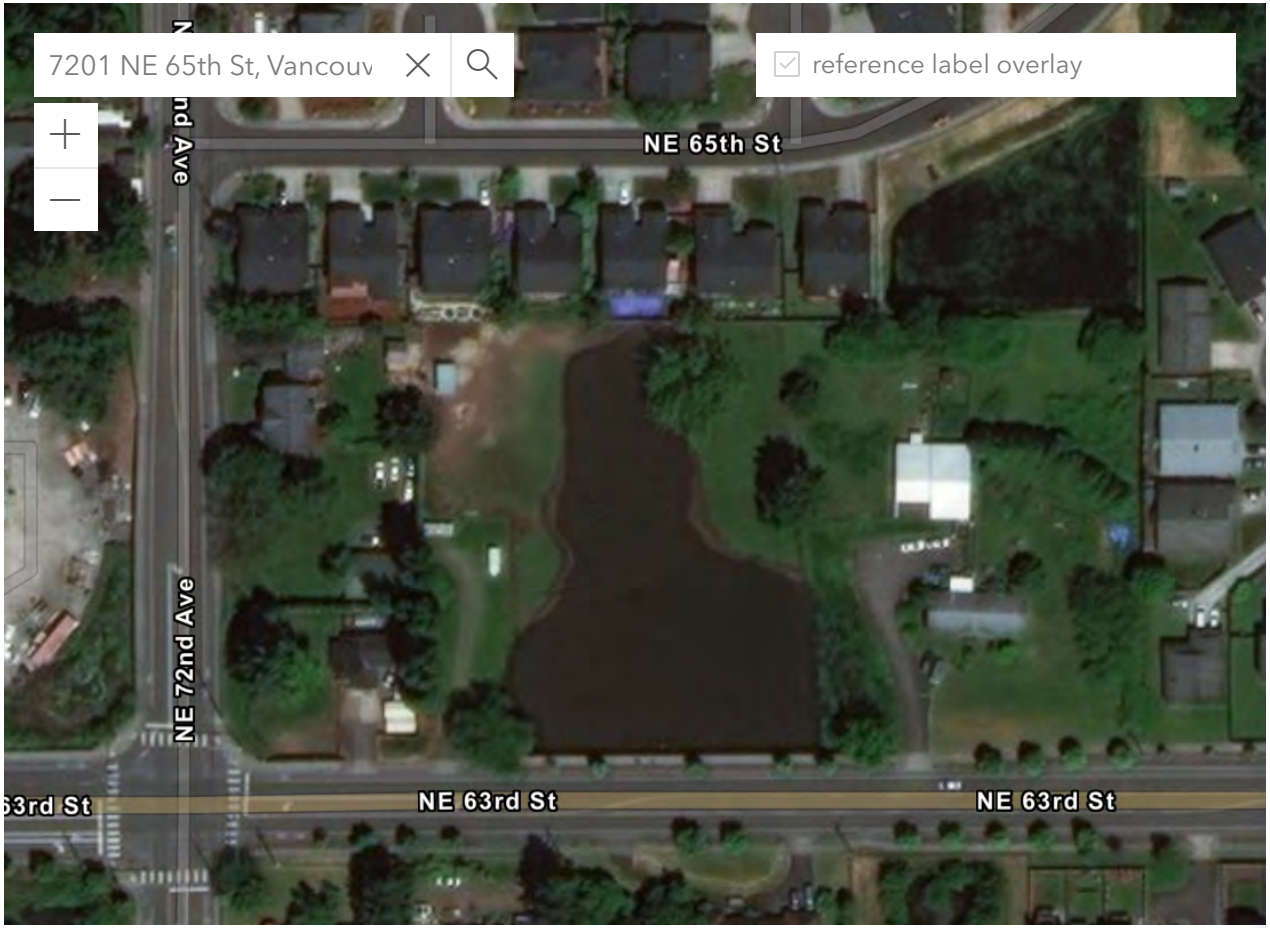
2019-06-26

2018-03-14

2018-01-08

2017-06-14

2014-02-20



Esri Community Maps Contributors, County of Clark, WA, Oregon Metro, Oregon State Parks, … Powered by Esri

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From: City Council
To: Dollar, Sarah
Subject: Written comments - Comp Plan Amendments
Date: Thursday, November 30, 2023 12:26:00 PM

From: City of Vancouver, WA <noreply@cityofvancouver.us>
Sent: Wednesday, November 29, 2023 5:52 PM
To: City Council <council@cityofvancouver.us>
Subject: Submission: Contact City Council

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Contact the City Council

Name

Debi Lee

Email

[redacted]

Phone

[redacted]

Address

[redacted]
Vancouver, WA 98661
United States
Map It

Subject

Share an Opinion of a City project or Initiative

Choose Recipient

All the Council

Message

Please DO NOT APPROVE the up-zone for 3607, 3701, 3701 1/2 E. 18th St to R-30. I own a building down the block and we already have enough crime, car break-ins, people digging through our trash constantly. We don't need 54 more low income units on the same block. It seems like the city is sacrificing our neighorhood to low income units. What about the rest of us who live and work there; and pay taxes? There is a new building on the corner of Norris and 4th Plain that has singles that take low income people subject to the housing authority. NO MORE!

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Owner of Apartments Close By

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From: City of Vancouver - Office of the City Manager
To: Dollar, Sarah; Delapena, Amanda
Subject: FW: Post Workshop Letter on Rezone (LUP-83007)
Date: Tuesday, November 21, 2023 9:01:51 AM
Attachments: Applicant Letter Addressing Workshop on LUP-83007.pdf
image001.png

Tawny Maruhn | Support Specialist
Pronouns: She/Her/Hers

CITY OF VANCOUVER, WASHINGTON
Mayor/City Manager's Office
P: (360) 487-8621
www.cityofvancouver.us | www.cityofvancouver.us/socialmedia

From: David Toyer <[redacted]>
Sent: Tuesday, November 21, 2023 7:53 AM
To: City of Vancouver - Office of the City Manager <CMO@cityofvancouver.us>; Snodgrass, Bryan <Bryan.Snodgrass@cityofvancouver.us>
Subject: Post Workshop Letter on Rezone (LUP-83007)

Some people who received this message don't often get email from [redacted]. Learn why this is important

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Good morning.

Attached please find a letter regarding Rezone LUP-83007 addressing questions/comments at the work session last night.

Thank you!

DAVID K. TOYER, PRESIDENT
TOYER STRATEGIC ADVISORS, INC.
[redacted]
LAKE STEVENS, WA 98258
[redacted]
toyerstrategic.com

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TOYER STRATEGIC ADVISORS, INC.
[redacted]
LAKE STEVENS, WA 98258
toyerstrategic.com

November 21, 2023

Vancouver City Council
415 W 6th Street
Vancouver WA, 98660

ADDRESSING COMMENTS AT WORKSHOP ON REZONE LUP-83007 – BURNT CREEK WEST

Dear Council Members:

Our firm represents the property owners for this subject rezone. In listening to the City Council's workshop last evening, we believe it's important to provide the following response to Council comments/questions:

1. There is no imminent development proposal for the site. This is **ONLY** an amendment to the land use and zoning maps.

2. If the Council is not satisfied with the tree protections in the code, then it should change the code for **ALL** sites and not change the rules for this one parcel as a function of this rezone (*especially when neither the city nor the landowner knows what might be developed here*).

3. **The existing OCI zone allows for a much higher intensity use of the site**, enabling development of up to 100% of the site. By contrast, the proposed rezone would allow for less intense development, limiting development to 75% of a site. Ultimately, this code allowance (as much as the cost) will influence how much of the site a future developer may attempt to develop. Thus, the rezone is beneficial to protecting trees on the site as it limits the amount of future development possible.

4. The property owner has invested over a year of time in this process and respectfully requests the Council reach a favorable decision in support of the rezone.

We respectfully request the Council approve the requested rezone as it meets the rezone decision criteria as outlined in our previous letters and analysis. Additionally, it had the support of the majority of the Planning Commission.

Should you have any questions or require additional information, please do not hesitate to contact me.

Sincerely,

David Toyer
President

CC: Bryan Snodgrass, Principal Planner

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From: Delapena, Amanda
To: Dollar, Sarah
Subject: FW: ICC Letter RE: Warehouse Code Amendments
Date: Monday, November 20, 2023 4:29:10 PM
Attachments: ICC warehouse moratorium letter 112023.pdf

For the record.

Amanda Delapena

From: Sean Philbrook <[redacted]
Sent: Monday, November 20, 2023 4:24 PM
To: McEnerny-Ogle, Anne <A.McEnerny-Ogle@cityofvancouver.us>; Hansen, Bart <B.Hansen@cityofvancouver.us>; Stober, Ty <T.Stober@cityofvancouver.us>; Paulsen, Erik <E.Paulsen@cityofvancouver.us>; Fox, Sarah <S.Fox@cityofvancouver.us>; Perez, Diana <D.Perez@cityofvancouver.us>; Harless, Kim <K.Harless@cityofvancouver.us>; Holmes, Eric <Eric.Holmes@cityofvancouver.us>
Cc: rarp amplifygroup.com <[redacted]>; [redacted]; Delapena, Amanda <Amanda.Delapena@cityofvancouver.us>; Eiken, Chad <Chad.Eiken@cityofvancouver.us>
Subject: ICC Letter RE: Warehouse Code Amendments

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Mayor, Council and City Manager --

On behalf of the business leaders group Identity Clark County, please find the attached letter regarding the recommended warehouse code amendments, which will be considered through public hearing this evening.

Please reply with questions. Thank you.

Sean Philbrook

--
Sean Philbrook, Vice President of Programs
rk County
[redacted]

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IDENTITY CLARK COUNTY
Business Leaders Building Community

November 20, 2023

Mayor McEnerny-Ogle
Vancouver City Council
City Manager Holmes
PO Box 1995
Vancouver, WA 98660-1995

Dear Leaders:

On behalf of the business leaders group Identity Clark County, we are writing in support of the recommended code changes to restrict large e-commerce warehouses to heavy industrial (IH) zoned property in the city limits. These facilities are necessary to support our steadily rising share of goods purchased through e-commerce and as our standard of delivery becomes ever shorter. However, we concur that these facilities are best suited for property zoned for freight and commerce, and served by truck routes.

We appreciate the changes made along the way, including focusing the moratorium scope on council's primary concern of very large e-commerce facilities. We also appreciate your support for the creation of smaller warehouses dispersed in light industrial (IL) parcels across the city, which produce jobs closer to where people live, which yields climate and equity benefits.

We also appreciate your wrapping up this work without extensions. Moratoria are very disruptive to long-term planning so we are relieved to have this behind us.

We look forward to future conversations with staff and council as the city updates additional plans and development code in the next few years.

Sincerely,

Steve Kenny
Chair, Identity Clark County

Ron Arp
President, Identity Clark County

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From: Wynn Grcich
To: Rebecca Messinger; Dollar, Sarah
Subject: Fwd: Expert testimony on the Pandemic in the UK Parliament
Date: Sunday, December 3, 2023 10:51:28 PM

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Send to city council members and MELNECK. Put on public record and confirm. This meeting of experts on covid is extremely important. It is Dec 4th. Thanks for sharing this.

---------- Forwarded message ---------
From: **Wynn Grcich** <1[redacted]>
Date: Sun, Dec 3, 2023, 10:48 PM
Subject: Fwd: Expert testimony on the Pandemic in the UK Parliament
To: [redacted]

---------- Forwarded message ---------
From: **Robert W Malone MD from "Who is Robert Malone"**
[redacted]
Date: Sun, Dec 3, 2023, 2:54 PM
Subject: Expert testimony on the Pandemic in the UK Parliament
To: [redacted]

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Expert testimony on the Pandemic in the UK Parliament

and its consequences

ROBERT W MALONE MD, MS
DEC 3

READ IN APP

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TOMORROW 4TH DECEMBER

MP Andrew Bridgen is joined by Dr David E. Martin, Dr Robert Malone, Dr Ryan Cole, Dr Pierre Kory, Professor Angus Dalgleish & Steve Kirsch who will be giving expert testimony on the Pandemic & its consequences. With video addresses from Dr Peter McCullough AND Dr Mike Yeadon! Please continue to lobby MPs to attend, letter template can be found here.

Thank you Oracle Films for putting this video together.

Once I have a link to the testimony in the UK Parliament from tomorrow evening, I will get it posted.

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From: Wynn Grcich
To: Rebecca Messinger; Dollar, Sarah
Subject: Watch ""They are PSYCHOPATHS" Former Democrat Exposes Party's Evil Past" on YouTube
Date: Thursday, November 30, 2023 1:47:51 PM

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https://youtu.be/E2LtD_DsXU0?si=WYO5Lpr28KXV5x9n . Send to council members and MELNECK. Put on public record and confirm that you did.

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From: Wynn Grcich
To: Rebecca Messinger; Dollar, Sarah
Subject: WEF son telling the truth
Date: Wednesday, November 29, 2023 10:41:41 AM

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https://www.bitchute.com/video/6t6aGZ2btcxp/ .please send to council members and MELNECK. Put on public record and confirm that you did. Thanks from Wynn

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From: Wynn Grcich
To: Rebecca Messinger; Dollar, Sarah
Subject: Hydroxychlorquine
Date: Wednesday, November 29, 2023 6:44:12 AM

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https://petermcculloughmd.substack.com/p/hydroxychloroquine-azithromycin-saved?utm_source=substack&utm_medium=email&utm_campaign=email-half-post&r=fhnm3#play
. Please send to council members and MELNECK
Put on public record and confirm you did.

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From: Wynn Grcich
To: Rebecca Messinger; Dollar, Sarah
Subject: Military heart disease from covid jabs
Date: Wednesday, November 29, 2023 12:04:15 AM
Attachments: 4_5996945750301348394.MP4

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From: Wynn Grcich
To: Rebecca Messinger; Dollar, Sarah
Subject: Fwd: Victory in Branson!
Date: Tuesday, November 28, 2023 3:14:45 PM

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Please send to council members and MELNECK. Put on public record and confirm. Thanks from Wynn

---------- Forwarded message ---------
From: **Fluoride Action Network** <mail@networkforgood.com>
Date: Tue, Nov 28, 2023, 11:28 AM
Subject: Victory in Branson!
To: [redacted]

Image

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Dear Friends:

The Fluoride Action Network (FAN) applauds the utilities staff and decision makers of Branson, Missouri--as well as the local residents who spoke up--for taking action to protect the community and public employees from the serious risks posed by the practice of water fluoridation.

On November 14th, the Branson Board of Alderman voted unanimously to repeal their municipal ordinance that allowed for the addition of fluoridation chemicals to the public water supply, effectively prohibiting the practice. This initial vote was followed by **a second unanimous vote** to ensure that the process for removing the chemical was conducted as quickly as possible, and this vote was followed by a verbal pledge from the mayor to sign the ordinance change into law immediately following the meeting.

The decision was a crushing defeat for the pro-fluoridation bureaucrats and lobbyists, like the Florida-based *American Fluoridation Society,* who battled with FAN to educate aldermen throughout the process. It's a wonderful example of what happens when decision-makers take the time to hear from the community and conduct independent research. Aldermen studied the issue for months, toured the water treatment plant, spoke personally with treatment employees, held a special town hall event to hear from members of the public and invited experts, and solicited public comment for more than 90

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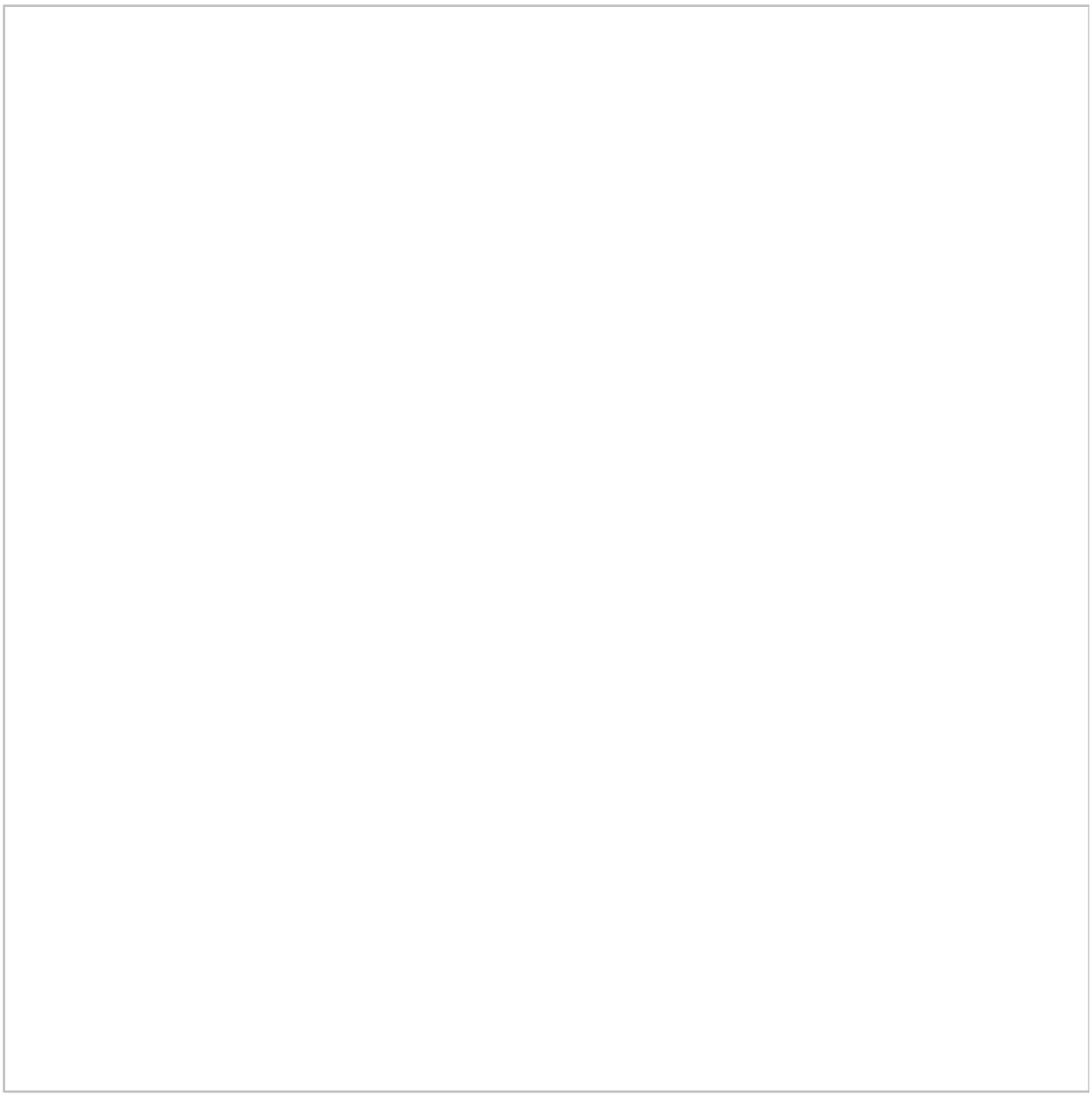
days.

The city has now joined a growing list of over 300 communities that have rejected or ended fluoridation since 2010, many with the help of FAN, our professional contacts, campaign guidance, and educational materials. Branson is home to 13,000 residents, but it also serves as an entertainment hub for the state and a tourist destination that attracts an estimated 9 million visitors annually.

According to the city's Director of Utilities, Kendall Powell, Branson was paying $25,000 per year to purchase fluorosilicic acid, a hazardous waste product collected in the pollution scrubber systems of phosphate fertilizer plants. Powell said that disposal of the chemical would require a hazmat team and a hazardous waste disposal fee that would be more expensive than the chemical itself. He also noted at a special meeting that the city paid roughly $1,000 annually for personal protective equipment for water treatment employees due to the extreme danger the chemical posed to those tasked with handling it.

The issue of whether to continue fluoridation was first raised by the alderman in June, when they decided to hold a special hearing and invite medical experts to provide testimony. City staff reached out to the Fluoride Action Network, and one of our board members, Dr. Bill Osmunson, who has nearly 50 years of experience as a practicing dentist, volunteered to present. Click on the image below to view his testimony and PowerPoint from the July 13th meeting:

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In case you've never witnessed what our opponents say at fluoridation hearings like this, I would also urge you to compare Dr. Osmunson's presentation with those of a local pro-fluoridation dentist who appeared to read ADA-generated talking points, and the presentation by pro-fluoridation lobbyist Dr. Johnny Johnson of the *American Fluoridation Society*.

Following the special hearing, Branson staff reached out to FAN again and requested studies and educational materials that could be helpful to inform the alderman. FAN provided these materials as well as recorded statements from leaders in environmental toxin research and toxicology. FAN also notified our supporters and professional contacts in Missouri and Branson, urging them to send emails and make phone calls.

At the November 14th meeting, the city's utilities director revealed that they had received 69 emails from residents. He said, "11 were pro fluoride, 55 were against fluoride, and 3 did not take a stance but rather asked questions."

Prior to taking a vote, several aldermen stated their reasoning for opposing fluoridation. Alderman Marshall Howell started by saying, "When we asked the individuals who administer [fluoridation] how they felt about it, it kind of got a little heavy to be honest with you mister mayor...they told us, 'we want to make sure we take the proper precautions to go home to our families.'"

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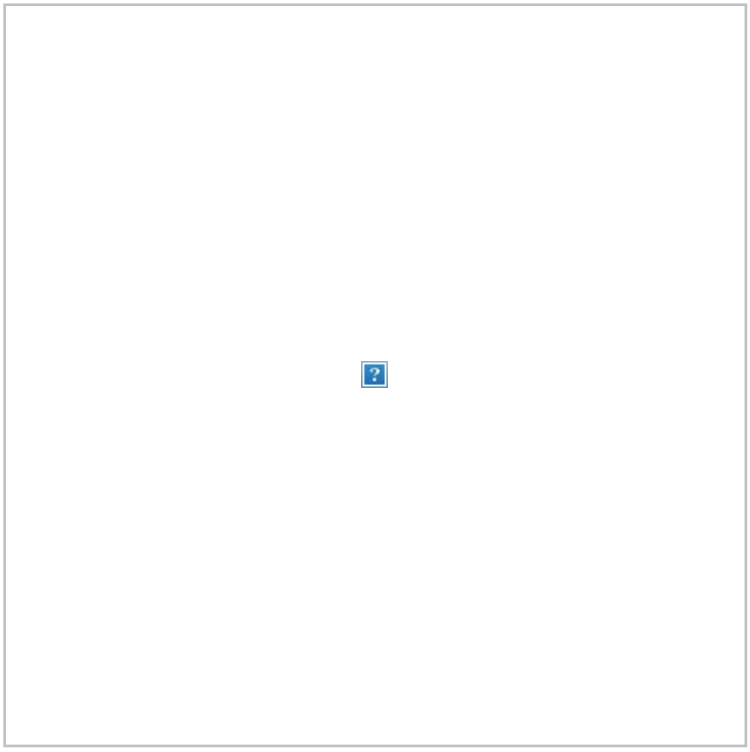
Alderman and practicing chiropractor, Dr. Ralph LeBlanc, said, "This is a poison that does have significant neurological effects on the health of people. With this decision tonight, we're putting the minds at ease of employees. I'm going to say that even more importantly, you're putting the minds of the residents of this community at ease. They will no longer have a concern that their kids could be poisoned by this toxin."

Alderwoman Ruth Denham expressed concern about the support for fluoridation coming from the federal government rather than from the public, and the inconsistencies in the government's support for fluoridation instead of additives that promote safe drinking water. She said, "There is grant money out there for fluoride to be put into water, and when I asked [water employees] the question of if they have ever gotten a grant for chlorine, the answer was an automatic, 'no, that's never been offered.' That was pretty telling."

Give Children the Gift of Fluoride-Free Water

The great news out of Branson happens to coincide with Giving Tuesday. This is the Tuesday after Thanksgiving, Black Friday, and Cyber Monday, that is the internationally recognized day of charitable giving and generosity, aimed at empowering people and nonprofits that make positive change for our communities and the world.

FAN has been the leader in helping hundreds of communities like Branson and thousands of local organizers either defeat efforts by pro-fluoridation lobbyists to add harmful chemicals to water supplies or end existing fluoridation schemes. The staff and volunteers at FAN work tirelessly throughout the year to give each and every person around the world the gift of cleaner and safer water, untainted by fluoridation chemicals. Our work has become more urgent with each passing year as a large and growing body of research, much of it government-funded, has exposed the dangers posed to our children, especially with respect to fluoride's impact on the development of their brains.



Please consider making a tax-deductible donation today to a charitable cause that will help restore scientific integrity back into public health decisions, protect your water, protect your health, protect our children's developing brains, and defend your personal freedom to choose whether to ingest fluoride.

How to Make a Tax-Deductible Donation:

- You can make your donation online using either our **new secure fundraising page**: https://fluoridealert.networkforgood.com/projects/176427-everyday-giving

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- Or our **original secure fundraising page** if you prefer PayPal or your computer browser is a bit older: https://donatenow.networkforgood.org/1415005

  Mail Checks To:

  Fluoride Action Network
  PO Box 85
  North Sutton, NH 03260

  ***Please note that some corporations match tax deductible donations made by their employees to some non-profits. FAN Qualifies for this program. This is the information to provide your corporate finance staff: the parent body for FAN is the American Environmental Health Studies Project, Inc. (EIN#: 62-1599535)*

Thank you for your support,

Stuart Cooper
Executive Director
Fluoride Action Network

CLICK HERE to Support Our Work With A Tax Deductible Donation

Fluoride Action Network
North Sutton, New Hampshire
info@fluoridealert.org

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From: Wynn Grcich
To: Rebecca Messinger; Dollar, Sarah
Subject: Watch "Long COVID: All you need to know" on YouTube
Date: Saturday, November 25, 2023 12:31:48 PM

CAUTION: This email originated from outside of the City of Vancouver. Do not click links or open attachments unless you recognize the sender and know the content is safe.

https://youtu.be/kJ3l95udXok?si=w2w-Va6pa_eyYzHP . Please send to council members and MELNECK. Put on public record and confirm that you did. Thanks from Wynn

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From: Wynn Grcich
To: Rebecca Messinger; Dollar, Sarah
Subject: Watch "Covid-19: Researcher blows the whistle on data integrity issues in Pfizer's vaccine trial" on YouTube
Date: Friday, November 24, 2023 11:04:52 AM

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https://youtu.be/RaLxhFiOBYk?si=heY5QxikXSK-uj12. Send to council members and MELNECK. Please put on public record and confirm that you did. Thanks from Wynn

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OUR VANCOUVER

OUR FUTURE 2045

Community Housing Forum!

In June 2023, the **average market rent** for a 1 bedroom unit was $1,711. Vancouver's population is made up of 48% renters.

The average home price in Vancouver increased 174% between 2012 to 2023.



57% of residents are rent burdened, meaning they pay more than 30% of their income on rent.

More than **100,000** new housing units

Are needed to meet new state requirements in Clark County by 2045.

Join Us!

Join us to learn about and discuss new state level housing requirements, and how they will be integrated into the City's Comprehensive Plan, called **OUR VANCOUVER**. You'll learn about:

- How City codes and regulations may change in response to new state housing requirements
- Current and upcoming housing policies in Vancouver
- How you can get involved in shaping future policy

Scan here to learn more about the Comprehensive Plan, called OUR VANCOUVER

Date: Wednesday, Dec 6

Time: 5:30pm to 7:30pm

Location: 2500 NE 65th Ave Vancouver, WA 98661

www.beheardvancouver.org/plan2045

360-946-3514

OurVancouver2045@cityofvancouver.us

ASL and Spanish language interpeters will be present at the meeting.