



CITY OF AUBURN

Mayor's Task Force on Homelessness Policy Initiative

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University of Washington ○ Department of Sociology
Sociology 415 A: The City and Neighborhood Dynamics

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ABOUT LIVABLE CITY YEAR

The UW Livable City Year program (LCY) is an initiative that enables local governments to tap into the talents and energy of the University of Washington to address local sustainability and livability goals. LCY links UW courses and students with a Washington city or regional government for an entire academic year, partnering to work on projects identified by the community. LCY helps cities reach their goals for livability in an affordable way while providing opportunities for students to learn through real-life problem solving. LCY has partnered with the City of Auburn for the 2017-2018 academic year, the inaugural year of the program.

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LIVABLE CITY YEAR: ONE YEAR. ONE CITY. DOZENS OF
UW FACULTY AND HUNDREDS OF STUDENTS, WORKING
TOGETHER TO CATALYZE LIVABILITY.

LCY.UW.EDU

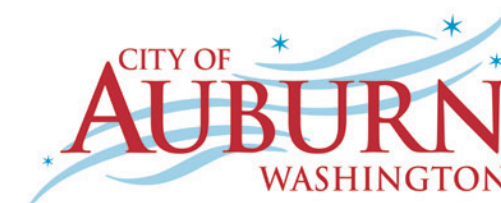
ABOUT THE CITY OF AUBURN

The City of Auburn is well-positioned to take advantage of many of the opportunities in the Puget Sound region. Centrally located between Seattle and Tacoma, Auburn is home to more than 77,000 residents. It is the land of two rivers (White & Green), home to two nations (Muckleshoot Indian Tribe & City of Auburn) and spread across two counties (King & Pierce).

Auburn was founded in 1891 and has retained an historic downtown while also welcoming new, modern development. Known for its family-friendly, small-town feel, Auburn was initially an agricultural community; the city saw growth due to its location on railroad lines and, more recently, became a manufacturing and distribution center. Auburn is situated near the major north-south and east-west regional transportation routes, with two railroads and close proximity to the Ports of Seattle and Tacoma.

Auburn has more than two dozen elementary, middle and high schools, and is also home to Green River College, which is known for its strong international education programs. The city is one hour away from Mt. Rainier, and has many outdoor recreational opportunities.

The mission of the City of Auburn is to preserve and enhance the quality of life for all citizens of Auburn, providing public safety, human services, infrastructure, recreation and cultural services, public information services, planning, and economic development.



WWW.AUBURNWA.GOV

01 EXECUTIVE SUMMARY

Homelessness is a complex issue that affects a city in its entirety. This project aims to analyze and evaluate the Mayor's Task Force on Homelessness and lists potential action items that could work towards mitigating homelessness in the City of Auburn. As well as providing a preliminary assessment of each of the 61 action items the task force identified, we drafted the most applicable and practical action items into potential policy recommendations. Next, literature was examined concerning various homelessness policies and applied to the City of Auburn's context to create working recommendations for aiding those experiencing homelessness in Auburn.

We propose two overarching sets of policy recommendations based on the action items developed by the Mayor's Task Force on Homelessness. The first set of recommendations seeks to create a campaign that would 1) familiarize the residents of Auburn with the causes of homelessness and humanize those experiencing homelessness to gain support for future assistance endeavors and 2) improve interagency communication between various institutions. This campaign seeks to combine enhanced public knowledge of situations surrounding homelessness with a more responsive, integrated social service ecosystem in order to build advocacy and capacity. The second set of recommendations involves utilizing different housing policy models to identify space and potential funding to sustain affordable housing in Auburn.

02 HISTORICAL INSIGHTS & CONNECTIONS TO PRESENT CONDITIONS

After World War II, overcrowded, polluted cities became unpopular and people began to relocate to the suburbs. Since the late 1900s, urban poverty rates have doubled those of suburban areas (Katz 2000). People idealized the American white house with a large front yard and a safe street to stroll down. The only way to achieve this dream was to move out from the city and into the surrounding areas. Auburn began as a suburban area until population grew rapidly, transforming the suburb into a city. For the past few decades, as Auburn's population increased, so did issues with urban sprawl. People of higher socioeconomic status have recently relocated to the outskirts of Auburn, known as the hills, where houses are less densely packed. This has created a concentration of lower income and unhoused people in the center of Auburn, commonly referred to as the valley.

The availability of affordable housing consistently inversely correlates with the number of unhoused people. This is an issue that not only presents itself in Auburn, but in many cities in the United States. Problematically, when unemployed populations increase, public support for increasing the amount of affordable housing is often unpopular. Some worry that increasing housing opportunities for those without homes will increase social disorganization (Albright, Derickson, and Massey 2013). Another growing concern is that this would increase crime and pollution, and hurt property values. However, there is no correlation between these factors in spite of the popularity of these opinions (Albright 2013).

Rent prices can increase and surpass the inflation of minimum wage in many areas. Today, buying a home is often cheaper than renting, but those in need of cost-effective housing are often unable to apply for a mortgage to purchase

property because of incurred debt (Dewan 2014). Auburn's homeless population is slowly increasing, creating a greater demand for housing. Policies that increase the availability of affordable homes would correspondingly decrease the number of people living on the streets (Murray 2015).

TODAY, BUYING A HOME IS OFTEN CHEAPER THAN RENTING, BUT THOSE IN NEED OF COST-EFFECTIVE HOUSING ARE OFTEN UNABLE TO APPLY FOR A MORTGAGE TO PURCHASE PROPERTY BECAUSE OF INCURRING DEBT (DEWAN 2014)

The geography of Auburn has caused urban sprawl to occur in a way that has created residential segregation based on socioeconomic class. In this suburban city, middle to upper socioeconomic class families can go through their day-to-day activities without entering the older downtown area where the majority of Auburn's low-income population resides. Residential segregation increases the concentration of disadvantaged peoples in particular neighborhoods (Peterson and Krivo 2009). With this concentration comes a cyclical recurrence of inequality for both individuals and entire neighborhoods (Sampson and Wilson 1995). The social and physical effects of sprawl make it apparent that in order to advocate for more robust homelessness policies in Auburn, it is necessary to appeal to the people who live in the hills who may not be fully or accurately aware of the conditions affecting unsheltered populations. It is also important to increase productive interaction between the people in the valley and the people in the hills. Engaging different groups can help build awareness and cultivate a more inclusive, diverse sense of community allowing more effective implementation of policy. The proposals in this project constitute an intervention that aims to correct the weak collective efficacy that exists in Auburn. A stronger, better-connected community may be able to better address homelessness in Auburn.

03 POLICY RECOMMENDATIONS

ADVOCACY AND COMMUNITY RELATIONS

The first set of policy recommendations focuses on the seven following items from the Mayor’s Task Force on Homelessness and also draws from other recommendations on the list.

1. Enhance collaboration and communication between service agencies to better ensure a “warm handoff” of individuals from agency to agency – so people don’t get lost in the system. The city should be directly included in these efforts. (C.8)
2. Ensure local police have information to provide service and shelter referrals to homeless individuals. (A.5)
3. Provide a central place that is well known in the community where the homeless can come and be connected to resources. (C.15)
4. Provide training and/or tools to homeless individuals to share their story during legislative session. (F.5)
5. Continue to strengthen city partnerships with service providers whose programs service homeless individuals. (G.2)
6. Create best practice training for all systems. Employees trained together to build connections between agencies. (G.3)
7. Implement a program to help educate residents about homelessness—why people become homeless, the limits of police action, the rights of the homeless, and how the Police, other city

departments, and service providers are currently responding to the issue. Tactics could include a citizens’ academy, town halls, web-postings, news articles, etc. Being homeless doesn’t make you less of a person but rather a person who may need a hand up.

The Advocacy and Community Relations recommendation is a set of informative resource programs. These programs involve various community organizations, government institutions, local schools, and residents of Auburn. The end goal of this recommendation is to create a daylong conference to improve resources and their availability to people experiencing homelessness. This would be a task that could be implemented fairly directly, and could also deliver the greatest impact on managing the challenges of homelessness in the City of Auburn.

Policy (A): Meeting of service agencies

There are many general misconceptions about the homeless population. Although there have been no specific studies done on Auburn communities’ thoughts on homelessness, there is concern about the effects that homeless people, in their normal activities as unsheltered people, have on the integrity of Auburn’s environment. There have also been concerns from residents about the negative impacts that homelessness will have on the status of their hometown. Property values and factors that are perceived to threaten them are of concern to many communities, including Auburn’s families and homeowners.

To understand the makeup of the homeless population of Auburn, it is useful to examine similar populations in other cities of a similar population composition in the United States. Houston, Texas is one of the various cities in the United States that has had a drastic increase in people experiencing homelessness, similar to Auburn. While drug addiction is a common assumption of why people become homeless in Houston, it is actually the least common cause. Loss of a job makes up 35%, bills higher than earnings makes up 15%, evicted by family member makes up 13%, abuse at home makes up 11%, incarceration makes up 11%, sick/disabled/mental illness issues account for 10%, change in family structure (such as divorce) makes up 10%, and finally, drug or alcohol addiction makes up the least at 9% (Coalition for Homelessness 2016). For this reason, we suggest that various public relations work could be done by the city in order to productively inform the Auburn community regarding people experiencing homelessness in their city.

A few of the existing primary service agencies for unhoused people in Auburn are the Auburn Food Bank, the King County Housing Authority’s Burndale Homes, WorkSource Auburn, and Auburn Youth Resources. Although these organizations may already be aware of one another, they would benefit greatly from improved communication and brainstorming new ideas about how to better connect. Thus we recommend a meet-up of these organizations. Along with these organizations it is important to include members from the police force and government agencies.

This would improve collaboration among social services and increase cohesion of responsibilities, which is often a point of confusion between organizations that causes a lack of efficiency (Widmark et al. 2011).

A suggested venue for a meet-up would be local and somewhat informal so that people feel more comfortable connecting with each other. A restaurant with space for a group of 30-40 people (e.g. Oddfellas or Trotters) willing to donate their venue would be an ideal spot to have the employees of these organizations get to know each other and the inner-workings of their respective agencies.

Such coordination with various people and agendas to effect this meeting will require time and effort. One possible workforce to coordinate this networking event would be an internship program. Prior to the event, the city could recruit a few interns from one of the local high schools in Auburn and/or Green River College to assist in coordinating. With the supervision of a government official in Auburn, these students would work to coordinate meetings, presentations, and an agenda. A potentially key opportunity could be compiling a pamphlet of all the services each organization provides. These pamphlets could be compiled by interns with feedback from community agencies and duplicated and distributed to the police for their own information or to hand out to unsheltered people in the area.

This type of informal meeting can be an inexpensive way to collaboratively pursue a shared purpose. The finances for this meeting could come from the funds allocated for existing city services and/or monies used for general city functions.

A SHARED CREATIVE PROJECT COULD BETTER CONNECT THE CITY OF AUBURN AND ITS HOMELESS POPULATION. THIS SORT OF STORYTELLING CAN OFFER A STORY THAT IS NOT JUST DATA DRIVEN, BUT ALSO TRIES TO HUMANIZE AND BREAK DOWN NEGATIVE PRECONCEPTIONS

Policy (B): Storytelling internship

An internship program could be expanded even further to educate people of Auburn about the realities of homelessness to combat unfounded and possibly negative preconceptions. By recruiting high school seniors and college students majoring in communication, film, cinema, or PR as interns, the city could create a PR portfolio to send out to area news media. This would be a strong resume-builder for students and beneficial for the city. After the PR portfolio is created, the interns could go out and record stories from Auburn's homeless population, asking them how they became homeless and what their experiences are like. Such a civic-academic partnership could be a productive way to collaboratively share community stories to build agency and awareness among residents. Finally,

using the PR portfolio and recordings, stories could be written and sent out to local newspapers such as The Auburn Reporter, local news shows such as KING5 or KOMO4, and local radio stations such as 89.9FM. A shared creative project could better connect the City of Auburn and its homeless population. This sort of storytelling can offer a story that is not just data-driven, but also tries to humanize and break down negative preconceptions.

In the spirit of using storytelling to expand the human narrative of Auburn's communities, the Police Department could have bimonthly film screenings documenting the challenging conditions and realities of those without permanent shelter. Bringing in people who have previously struggled with homelessness could be another way the department would have the opportunity to learn about the stories of Auburn's homeless people, making them better prepared to serve this population. This can help diminish the "us vs. them" viewpoint by humanizing those without permanent shelter.

Policy (C): Centralizing and Sharing Resources

Providing a central location in downtown Auburn could centralize information for how people can get connected to resources. The Human Resources Incorporated building could be a good place to connect the unhoused to available resources in Auburn. It is centrally located in downtown and provides job-seeking resources. The Foursquare Church could also be a good access point to broader resources due to its centrality and traditional ties to philanthropy. It may be fairly easy to find volunteers through the church to help staff this center; it would also help create a bridge between the community of churchgoers, those experiencing homelessness, and the City of Auburn.

The provision of responsive services tries to make sure no one falls through the cracks in the system, which tends to happen when homeless people are on waiting lists for housing and emergency shelters. A systematic management of caseloads among service providers makes a more effective use of resources. In addition to the above proposal, Auburn could consider analyzing the existing case management programs, especially as maintaining interest and membership can be challenging for volunteer programs. One possibility that would assist Auburn in better utilizing available resources would be to train employees and volunteers how to best share resources with each other. Potential volunteers include members of existing

WHILE IT MAY BE DIFFICULT TO INITIALLY OBTAIN, TRAIN, AND RETAIN THESE VOLUNTEERS IT CAN PROVIDE A CRITICAL OPPORTUNITY TO CONNECT DIVERSE COMMUNITIES TO BUILD INTERCONNECTIVITY AND TRUST

agencies, community groups, or students, as many schools offer college credit or community service hours for such work.

A widely successful program used in different service organizations is a matching program. This caseworker program would take volunteering to a deeper level and match volunteers with homeless people; pairing younger volunteers with younger individuals, and older volunteers with older people. A program such as this allows people to develop deeper relationships, and would help people experiencing homelessness find assistance and help ensure people do not get lost in the system. Knowing they have a volunteer in the city that is there to assist them may provide major comfort to those struggling with permanent shelter or employment. And all volunteers would be made aware of services the City of Auburn provides. Therefore, volunteers can help ensure that all services are being utilized to their fullest capacity. This program may be more long-term due to the amount of resources necessary for successful operation. While it may be difficult to initially obtain, train, and retain these volunteers, such a program would provide a critical opportunity to connect diverse communities to build interconnectivity and trust.

04 POLICY RECOMMENDATIONS

AFFORDABLE HOUSING

The second set of policy recommendations focuses on the current lack of affordable housing. The combination of rising rents and lowered vacancy rates while the city's population grows can threaten those in precarious housing situations. From 2010 to 2014 the average rent for an apartment in Auburn has increased by \$108, while the market vacancy has decreased from 6.2% to 4.3% (City of Auburn, 2014). The following task force items from the city are addressed in these policy recommendations:

1. Open an additional shelter – more than just the existing inclement weather shelter for cold nights. (B5)
2. Increase the supply of low-barrier shelter beds in the city (currently there are no shelter beds, except the inclement weather shelter which opens during the extreme weather). (B10)
3. Work with other cities and agencies to create Diversion/Crisis solution centers in South King County. (C6)
4. Provide short-term transitional housing for those coming out of jail or foster care to help transition people to longer term housing and employment. (C14)
5. Provide additional subsidized housing for single adults without disabilities, children or Veteran status. Currently, there are very limited resources for this population. (D6)

6. Create a fund to help offset costs of rent or purchase of housing for qualified homeless. (D8)
7. Landlord assistance for damages as well as rent guarantee/support countrywide Landlord Liaison Program. (D9)
8. Provide housing for everyone who would like it—not temporary housing--a permanent place to call home. (D3)
9. Transportation – provide a free bus for the valley floor area, with service centralized around Auburn to help get from one end to the other. (C10)

POLICY (A)

Auburn's inclement weather shelter is not enough to sufficiently house those experiencing homelessness in Auburn. Building another shelter would provide those without permanent housing with temporary accommodation and meals. Ideally, this shelter would be a good base from which many of the task force action items could be implemented.

There are various non-profit organizations in the area to reach out to for support in the development and building process. Rebuilding Together may be interested in setting up an affiliate location in Auburn. Habitat for Humanity or Rebuilding Together's Tacoma affiliate could be possible partners in this endeavor.

Logistically, this shelter would best be built in the center of Auburn off of Main Street as this is where there is a concentrated population of those without permanent shelter, and it is a central and accessible location. Auburn could reach out to other neighboring shelters such as ARISE, as well as others listed on the U.S. Department of Health & Human Services website, to gather advice on the most effective organization of shelters. City outreach to existing providers and shelters will likely provide key information and insight to the local situation and demonstrate a willingness to collaborate and learn from each other to collectively support efforts to fight homelessness.

Additions to the shelter and other support services should include the other task force items: laundry services, temporary employment, and mental health services. Utilizing the shelter as a foundation to add other services could make it more efficient in serving populations in need by streamlining the system to prevent backlog, allowing all aid efforts to focus on shared goals.

Additionally, private funding and resources may come from community partners or the Auburn community. However, we anticipate that government funding will also be necessary for financially supporting this endeavor. Auburn could look into the Federal Emergency Shelter Grant Program, the Homeless Prevention and Housing programs in Substance Abuse and Mental Health Services Administration, the

FEMA Emergency Food and Shelter Program, and the Department of Housing and Urban Development (HUD). Additional grant information can be found at www.hhs.gov.

Total costs for building and maintaining a shelter can vary significantly. However, working with neighboring community partners and organizations can help to evaluate the projected costs of services and shelters. Networking with nearby organizations can enable Auburn to more accurately assess and anticipate the resources required for building a shelter as well as how new resources could bolster services' collective ability to respond to those in need.

We believe it is necessary to prioritize temporary housing as an immediate response, however given the time required to create temporary housing the city might consider reaching out to neighboring cities' shelters to investigate the possibility of providing temporary housing to some Auburn residents.

POLICY (B)

The Housing First initiative is a very specific approach to solving a lack of available housing. This program has been implemented successfully in various cities in the United States. Housing First principles are based on the provision of dependable shelter for those without secure housing before anything else. This model has found people will be more likely to maintain stable employment and shelter in the long-term due to the provision of secure housing.

UTAH HAS IMPLEMENTED WRAP-AROUND SERVICES
IN ITS HOUSING FIRST PROGRAM SO THAT A
COMBINATION OF HOUSING, EDUCATION, SUBSTANCE
USE/ABUSE TREATMENT, AND EMPLOYMENT ARE
AVAILABLE (STATE OF UTAH 2015)

The State of Utah saw great success with the Housing First model where the rate of chronic homelessness was reduced by 91% in the span of one decade (Mevers 2015). Utah has implemented wrap-around services in its Housing First program so that a combination of housing, education, substance use/abuse treatment, and employment are available (State of Utah 2015). A program similar to this could be extremely effective in Auburn and focus on many of the items in the task force list; ideally it would include wrap-around services to help in treating long-term problems faced by those unable to find permanent shelter, thus reducing the risk of recurring homelessness.

To fund a Housing First program, the Mountainland Continuum of Care created the Utah County Housing First Fund, which is a community-based flex fund to be used once other resources for funding have been optimized. Participating landlords are given "a pledge of consistent wrap-around services and a landlord coordinator point-of-contact" for renters who get assistance from this fund. This support included compensatory measures for the assumed risk of housing those without permanent shelter, including additional housing costs, guaranteed money for additional property damage, and paid deposits – including the first and last month's rent (State of Utah 2015). We recommend that the City of Auburn create a similar community-based flex fund as one of several ways to fund this program.

GIVEN THAT THE CITY OF SEATTLE IS EXPLORING THE
HOUSING FIRST MODEL AND THE CITY OF EVERETT IS
MAKING PROGRESS IN PROVIDING LOW BARRIER HOUSING,
THE CITY OF AUBURN COULD COMMUNICATE AND
COLLABORATE WITH THEM TO LEARN FROM EACH OTHER'S
SUCCESSSES AND CHALLENGES

The Housing First model is promoted by the United States Interagency Council on Homelessness and has been adopted by many cities across the country after its implementation in Utah produced very positive results. Houston, Texas has also implemented Housing First policies. From 2011 to 2016, the policies have helped decrease the unhoused population by 75% (Seattle Times 2016). The City of Seattle has also been consulting and trying to implement programs to manage homelessness in the city, and King County has begun to gradually implement the Housing First approach since July 2016 (Seattle Times 2016). This is a long-term goal that requires a great amount of time, funding, and resources. Based on the city's demographics and the program's demonstrated success rate, we anticipate Housing First would be the most effective and most likely to gain popular support in Auburn.

If Auburn were to take on such an endeavor, community partners will be necessary supporters of the policy. Two possible partners are the Downtown Emergency Service Center (DESC) and the Housing First Partners Conference (HFPC 2016). The DESC offers low-barrier shelters for people to reside in during cold nights. This support would allow for more resources for sending different people to various shelters as needed in the interim (DESC 2016). HFPC would be a possible partner that could help with funding policy implementation. Their organization's goal is to provide people with permanent housing that will allow them to enter the workforce with stable housing. Given that the City of Seattle is exploring the Housing First model and the City of Everett is making progress in providing low-barrier housing, the City of Auburn could communicate and collaborate with them to learn from each other's successes and challenges. Regional inter-city collaboration may even make it possible for some state level changes to occur.

These two policy recommendations to minimize the lack of transitional housing and shelter options in Auburn—constructing new shelter and services and/or the Housing First initiative—are important to resolving chronic homelessness. However, it is likely necessary to prioritize which will be the initial focus. A new shelter focuses on temporary accommodation while Housing First focuses on chronic homelessness. If Auburn feels prepared to take on Housing First, the city would need to ensure other forms of aid are readily available prior to full implementation of Housing First. Such services might include the coordination of a shuttle service to transport people, and contacting shelters in nearby areas to assess possibilities for temporarily housing people. However, if Auburn were unprepared to deploy Housing First, a year-round shelter would be a key addition. Once the shelter is established, Auburn could add other resources to fight homelessness. Given that lack of affordable housing is one of the leading causes of homelessness, the provision of adequate shelter options is one of the most needed resources.

05 RECOMMENDED NEXT STEPS FOR AUBURN

In order to help assess whether Housing First is a good fit for Auburn, it is recommended that the city consult the Housing First Checklist, created by the United State Interagency Council on Homelessness. This checklist assists cities by quickly assessing the degree to which specific housing programs and service systems adhere to the principles of the Housing First model, and provides references to help a city better implement Housing First in their communities (United States Interagency Council on Homelessness 2016)

It is also recommended that those involved in implementing action items identified by the task force canvas the city, cataloguing all existing services and organizations that are currently supporting, or willing to provide support, to those experiencing homelessness, such as shelters, food banks, free internet access points, free mental health services, and free clinics. Canvassing the city's service network will allow the creation of a catalogue of service providers' resources, rules, and locations. This compilation can also help to identify gaps or deficiencies in service provision.

We believe a productive complement to an internal audit of Auburn's available resources would be collaborating with surrounding areas that are experiencing similar housing and homelessness issues. Coordinated outreach could help utilize pre-existing resources, efficiently create new ones, and foster relationships to collectively help reduce the problem of housing affordability on both a city and regional level.

06 CONCLUSION

Strong policies for homelessness embrace inclusivity, respect, and a sense of common purpose between community members, service providers, and city government. Successful policies are ones that have found ways to provide meaningful and effective physical and social resources, fostering a responsive service ecosystem that aids the transition of those without permanent shelter into more stable daily lives.

POLICY CHANGES SHOULD NOT ONLY SEEK TO BUILD
COALITION BETWEEN THE CITY AND THE UNHOUSED, BUT
ACROSS THE ENTIRE COMMUNITY

The successful provision of a resource is contingent on the support network surrounding it. The consolidation of information within the City of Auburn about available resources can allow more concerted policy responses through enhanced awareness of specific services and program strengths. Further, given that homelessness is a challenge shared throughout the Puget Sound region, collaboration with other cities and regional programs can help expand possibilities for interventions by helping foster collaboration and reducing the friction of sharing resources. Knowledge sharing could be as simple as helping estimate costs for construction, or as complex as pursuing new and innovative approaches to homelessness policies.

Successful policy changes would effectively allocate civic resources while also working to challenge stereotypes about the homeless community. Community inclusion can take a variety of forms: workshops, internships, film screenings, and public forums are all viable opportunities to build awareness, break down stereotypes, and cultivate a sense of informed agency amongst Auburn's community. Policy changes should not only seek to build coalition between the city and the unhoused, but across the entire community.

Changes to housing and homelessness policy should also aim to be responsive to both current and projected situations in order to not operate as purely reactive. Rapid growth in Auburn and the Puget Sound region threatens equitable access to housing and solutions should work towards being as far-sighted as possible. While Housing First has demonstrated longitudinal success, it does require significant investment of space, capital, and social resources. Further, it requires that a community understands the values and positive outcomes made possible by a Housing First approach. While Housing First may represent a more long-term goal, the city should consider expanding its shelter capacity. Beyond the basic provision of a bed and meal, expanded shelter capacities can connect to existing resources and become a critical place that helps people locate additional services.

Building out expanded services around existing ones can help create a more wraparound service environment. Enhancing this connectivity helps to better recognize homelessness as not just a resource issue, but an access issue as well.

Our table of ranked and evaluated policies for the Taskforce found in Appendix A offers insights into potential risks and rewards of implementation. While logistical challenges can exist at any level, we believe that better knowledge of the current city and regional service systems can allow for more targeted interventions in policy and implementation where material provisions are well connected to support and partners thus leading to effective homelessness policies and implementation.

A APPENDIX

PRELIMINARY FINDINGS

These tables consist of the primary assessments of each Taskforce item. Each policy action item is sorted into one of three categories, which were obtained from the goals of King County's homelessness plan, called Pathways Home (Murray 2016; Pathways Home Action Plan 2016). The first category contains policies that would help prevent people from becoming homeless. The second category includes policies that will help ensure that if someone becomes homeless, it will be brief, temporary, and ideally happen only once. The final category contains policies that aim to make housing more affordable for the community. Within each category, each item is ranked by the policy's effectiveness, importance and realistic feasibility. Assumptions were made concerning the funding, labor, and use of space within the City of Auburn. Policies that are very important and impactful while also remaining attainable are at the top of the list, and policies that may be more challenging, or may act as more long-term goals are placed towards the bottom of the list.

Category 1 Table – Prevent People from Moving into Homelessness (13 items)					
Item #	Action Plan	Reasoning for Ranking	How Can We Carry This Out?	Challenges for this Recommendation	Opportunities for this Recommendation
E1	Implement a program to help educate residents about homelessness -- why people become homeless, the limits of police action, the rights of homeless, and how the Police, other City Departments, and service providers are currently responding on the issue. Tactics could include a citizen's academy, town halls, web-postings, news articles, etc. Being homeless doesn't make you less of a person but rather just a person who may need a hand up.	This would be easy to accomplish and would raise awareness and understanding. This could potentially help recruit volunteers and advocates to help with homelessness in the city.	One possible way to carry this out would be to create a presentation or lecture that explains situations surrounding homelessness. Another way would be to post a bulletin in public places, newspapers, and on city web pages. This may make it easier to gather interested people, and have them sign up for a class or set of classes. It would be important to make the class a time that will be convenient for residents and at places that are communal.	This may be difficult to fiscally justify spending because there is no guarantee of community turnout. The presence of food may help increase attendance.	This can be more quickly accomplished to raise awareness compared to long-term goals such as creating affordable housing. This item can also increase community advocacy and awareness of homelessness.
E6	Fundraiser to build public awareness of issues, barriers, provides public opportunity to provide input. Use proceeds to fund programs.	This is important because building public awareness and gaining social support is essential for further actions concerning fundraising and the implementation of other strategies. With more funds to distribute, Auburn will be more prepared to support services/programs and benefit more individuals.	Involving local businesses, organizations, and community leaders in fundraising events can help spread the word about this event and demonstrate support. It is very important to show how the donors and the City of Auburn can benefit from their contributions to improving the situation of homelessness.	The fundraiser may mostly draw people who are already aware of or familiar with the topic, so it is important for Auburn to be creative in attracting new donors.	This would educate the community, increase public awareness on homelessness, and promote available resources and services. If successful it would provide more funds and help demonstrate that homelessness is not an individual issue, but a community issue.

Credit: LCY Student Team
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E4	Continue to expand city's involvement with county, state and feds to better support money and awareness in South King County as a whole.	This item will increase advocacy and help create more ideas for budget initiatives for those without permanent shelter.	Auburn would need to contact and communicate efficiently with county, state, and federal governments about homelessness.	Complications may arise with coordinating with other government bodies. Auburn may also have difficulty coming to a fiscal and political agreement on county, state, and federal levels.	This item could increase conversation about budgeting while also increasing advocacy for the homeless population in Auburn and other municipalities/statewide; such interaction can lead to the collaboration and innovation of ideas that are new or have demonstrated success in other areas of the US.
E2	Encourage residents to reach out to relatives, friends of homeless to help identify underlying reason for homeless and possibly direct help to the individual.	This item is easier to accomplish relative to the other Taskforce items and would increase positive awareness of the homeless population.	Using media outlets to encourage Auburn residents to reach out to family and friends of unsheltered people would be effective and fast to implement.	This initiative would be based on voluntary participation. Auburn may need to consider what possible incentive they could provide residents with.	This would increase awareness and advocacy for homeless.
E3	Encourage ministers to include discussion in parish sermons during worship services to help parishioners with understanding and helping with homelessness.	This would be easy to accomplish provided the religious organizations are committed to cooperation. Their collaboration could help reach a group of people that are often eager to help their community.	Auburn would need to contact local religious leaders about homelessness and encourage them to speak of unsheltered people and giving back to the community. Events such as food drives or letting people sleep in their cars in church parking lots can be suggested as possible ways to help homeless.	This item depends on the religious organization's willingness to participate.	This would increase awareness and advocacy for the homeless population. It could lead to increase in shelter options and resources for those without stable housing.

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F1	Find funding to provide more services.	This is a very important but finding ways to optimally use limited funding is also essential.	Auburn may apply for federal or state funds for developing pilot programs or projects that could later be adopted by other cities in combatting homelessness. Auburn may create partnerships between local businesses and specific programs or services for unsheltered individuals to provide food, shelter, and possible job opportunities. The city could make connections with national or international organizations that focus on solving some specific aspects of homelessness, and seek opportunities to receive funds and donations. It would be important to make it convenient and accessible for people to make donations. Also encouraging non-monetary donations such as food and clothes, and encourage residents to volunteer at the services centers and assistance programs.	Auburn would need to be creative and flexible with finding potential funding sources. Some services may be easier to get funding for than others. It may be challenging to obtain sustained funding compared to one-time funding.	More funding would allow more and better services.
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B3	Provide short-term Shelter Housing in the city by partnering with motels willing to reduce price with open rooms, and with landlords with unrented apartments.	This would be a helpful step in the transitioning people off the streets and into shelters. There would likely need to be a police presence as motels can foster crime. It would be helpful if there were for the motel owners. This plan would be difficult to carry out because motel owners may be wary of the stigmas that homelessness can carry, but perhaps the assurance of less vacancies and higher security could make this plan feasible.	Someone would need to be in charge of maintaining this partnership and clearly expressing the incentives and benefits to the owners of participating motels. A police force may need to be present to maintain safety and decrease the amount of crime that tenants knew a police force was present, they would be less likely to want to commit crimes in these motels and more likely to use them simply for housing and shelter.	It might be challenging to create a solid plan to present to motel owners and persuading them to get on board. The city would need to outline all the positive benefits that would come out of the policy and explain benefits and resources the motel	This policy doesn't deal with major funding issues as it is primarily focused on building a partnership, rather than raising funds. If this policy were carried out, it could improve the business of these motels, which would help the economy of the city. It way to provide people with shelter that need it.
C14	Provide short-term transitional housing for those coming out of jail or foster care to help transition people to longer-term housing and employment.	This would be extremely helpful in preventing people from becoming homeless.	The amount of available funding will dictate what sort of short-term housing can be created, ranging from the construction of new structures or repurposing existing facilities.	It may be difficult to find the funding for this, or vacant buildings available for a transitional home. Organizations might not be open to donate funds, and citizens might not be open to a tax increase.	If this were implemented, it would prevent those getting out of jail or foster care from becoming homeless. If a proposal demonstrated the positive effects of implementing a program like this, people would be receptive to donate funds, housing, and to pay higher taxes.
F2	Advocate for more state funding for all types of behavioral health services-- mental health, substance abuse, detox beds, etc.	Challenges can be expected considering rates of mental illness and substance abuse among homeless populations. However, that is also why it is important. In the long-term, Auburn may benefit from improving the credibility and sustainability of such programs.	Auburn may begin by making connections with national and international organizations for mental health services. The city may also try to get local practitioners to volunteer at the centers.	The need for service may be significant due to a combination of immediate response and the nature of mental health treatments, which require a great deal of funds and time to support quality service.	When mental health and substance abuse problems are better managed, residents would be less likely see homeless individuals as a threat to public safety. Environmental concerns regarding used needles and other waste in parks and near water can be reduced. The individuals may have a better chance to find a job and get out of chronic homelessness with improved health conditions.

D8	Create a fund to help offset costs of rent or purchase of housing for qualified homeless	Although this would be very beneficial, it would take a significant amount of time to procure the needed funding in order to do this effectively.	Auburn would begin by working with non-profits and service centers to raise funds. If the city's funding allows, Auburn could also draw funds from existing budget allocations.	Budgeting finances can be challenging and maintaining a long-term fund would be difficult to sustain.	An initiative such as this may create positive publicity, which can encourage more advocacy for the homeless population.
D9	Landlord assistance for damages as well as rent guarantee/support countywide Landlord Liaison Program	This will help the precariously housed not become homeless while giving landlords incentives for not evicting them.	Auburn would create funds so that landlords can apply and receive assistance.	This may cause potential conflict with landlords. Auburn would need to come to a clear agreement through the Landlord Liaison Program.	This could promote better landlord guidelines.
F3	Advocate for funding for individuals without state insurance/on disability to access mental health and substance abuse treatment	Challenges can be expected, but will have a positive impact in the long-term.	Auburn may make connections with organizations for mental health services. Communicating with insurance companies, mental health services, and substance abuse treatment programs may allow the city to better understand the scope of what this type of program entails.	This may not be achievable in the short-term and may be difficult to gather state support for.	This would allow access to mental health and substance abuse treatment, which is currently inadequately available in Auburn.
D3	Provide housing for everyone who would like it - not temporary housing but a permanent place to call home.	This is extremely significant undertaking requiring time, resources, and civic buy-in.	Auburn may begin by locating open housing for those without permanent shelter, or develop a plan to build affordable housing.	It will be difficult to find adequate funding to provide this much housing. It would have to require a tax increase for Auburn residents, which they might not support.	Housing for everyone may be the solution to homelessness in Auburn but may be determined to be impractical. Careful evaluation of the success of Housing First may help advance this proposal and build support. With the correct proposal, it could be funded through donations and taxes.

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F5	Provide training or tools to homeless individuals to share their story during legislative session.	Having homeless individuals sharing their personal stories can be helpful in building public awareness, but may not be as effective in a formal meeting such as a legislative session. It may also be pertinent to make sure that unhoused people can share their stories in an environment they are comfortable in, which may not be a legislative session.	Auburn might begin by convening a group of people to make a documentary about the homeless population to give them an opportunity to tell their story. The documentary could be shared during a legislative session and at fundraisers.	This would be time consuming and involves privacy complications of unhoused individuals that may be interviewed.	This action item may help the public better understand the homeless population and reduce hostility, negative stereotypes, and prejudice.
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Category 2 Table -- Homelessness, is Brief, Temporary and Only Happens One Time (38 Items)

Item #	Action Plan	Reasoning for Ranking	How Can We Carry This Out?	Challenges	Opportunities
C15	Provide a central place well known in the community where homeless can come and be connected to resources.	It is extremely beneficial to give homeless people access to information concerning available resources.	Auburn will first need to establish where this place will be, post about it on the city website, and communicate its resources and location to unhoused residents.	There would not be many challenges to implementing this, except it may be difficult to effectively reach the homeless population.	This would be great in giving unhoused people a place to feel safe and learn about what is available to them.
C8	Enhance collaboration and communication between service agencies to better ensure a "warm handoff" of individuals from agency to agency -- so people don't get lost in the system. Include city in these efforts.	This would be very easy to accomplish and promote collaboration.	Assign either one person from the task force, or a person from each specific service to make sure those without permanent shelter are taken care of in each system and follow up with them continuously until they find stable housing.	Doing this would require creating a paid position, requiring funds to pay the employee, or it would require finding a volunteer willing to doing this job.	This job would be an effective way to keep resources functional, available, and accessed. Collective collaboration could also help foster a better connected and responsive social service ecosystem.
C9	Periodically update brochure providing information about resources in the community (city, professional, nonprofit, etc.) available to help homeless. (At least annual updates)	This item has a very clear goal and would be simple to accomplish.	Assign one person from the task force to create this brochure and update it.	There would not be many challenges to implementing this; it would require someone volunteering to do this job.	Updating the brochure would ensure that those struggling to find permanent housing know what resources are available to them.
C11	Expand number of bus passes available for homeless individuals.	This would be very helpful in providing transportation options for people to access various shelters or resources.	Contact the City of Auburn DOT or Metro bus system, and determine if they would be willing to donate bus passes.	This could be costly for the bus system due to a loss in revenue from people not buying bus passes at full value.	This would be a simple way to provide a resource to unhoused people that could open doors to them such as traveling to a job, clinics, or housing.
C10	Transportation – provide a free bus for Valley floor area, with service centralized around Auburn to help get from one end to the other.	This Taskforce item could be very helpful, but could be difficult to find funding for a free service.	Locate a bus that is currently out of service but can easily be fixed, or contact the school district if they would like to donate a bus for this new program.	It may prove to be difficult to find a donated or affordable bus.	This would provide another free resource to help with travel, and in turn make it easier to independently access needed resources.

Credit: LCY Student Team
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C12	Find a private laundromat willing to be open for free for homeless residents one day a week (city of Burien project)	This policy is creative, yet simple and offers a critically important service. It may be challenging to find a willing laundromat.	Contact area laundromats and see if they would be open to this.	It may be challenging to find a laundromat owner that would be willing to donate one day per week. Alternatively, non-peak hours could be set forth as a compromise for hesitant participants.	Those without permanent housing could benefit greatly from clean clothes by giving them a better sense of morale and chance of getting a steady job.
C13	Create Storage facilities for homeless individuals to place their belongings: secure, accessible and locked.	This may be beneficial to some people but may be a resource that could discourage getting out of chronic homelessness.	Contact storage facilities if they would donate any storage units, or if the city could rent them at a discounted price.	It could be difficult to find a storage facility owner that is willing to donate storage units and lose revenue.	This would give people without permanent shelter a sense of security by giving them a place to protect and store their belongings.
B10	Increase the supply of low-barrier shelter beds in the city (currently there are no shelter beds, excepting the winter shelter open during the extreme weather)	It is important to provide more shelter beds. A bed provides an essential basic need to an individual.	Auburn may need to clarify whether this is an actual shelter for homeless individuals or if this is somewhere that people can stop by and always have a place to stay.	One challenge with this policy would be gathering the funds to increase the supply of low-barrier shelter beds. These beds would cost money but would be a smart investment as they are relatively cheap.	If this policy were carried out, it could reduce the number of people living on the streets.
C6	Work with other cities and agencies to create Diversion/Crisis solution centers in South King County.	Collaboration can help cultivate a more responsive service ecosystem that can help homeless people to reclaim their lives and reach their highest potential.	Communicate with other cities and agencies to build a shared sense of purpose. Building a connected, inclusive network of service providers can help build a strong network of support for those in need.	It may be challenging to get other cities on board with this idea because it takes time and money to create Diversion/Crisis Solution Centers. Since there is a lot of services included in this task option, such as medical or mental health services, this means that there is going to be a decent amount of money that will need to go into these Solution Centers. Local churches and other non-profits might be interested in helping. These centers will take a substantial amount of time, energy, and commitment to sustain but could be very worthwhile for the city and surrounding region.	This could potentially change the lives of unhoused people since they are going to have access to expanded resource options. These expanded centers may help people make a more successful transition out of homelessness.

C4	Expand healthcare services available for homeless.	Unhoused people should have access to healthcare services. This often becomes a financial burden the city ends up covering regardless.	Auburn could implement portable healthcare services or services that travel to areas frequented by the homeless population instead of leaving people to try and find healthcare on their own.	The appropriate funding will be the difficult to procure if Auburn wants portable health care services. It will be time consuming trying to find services and build a model that will be successful. A challenge for health service companies is the liability involved in temporary solutions.	The homeless population's health is important both individually and societally.
B9	Utilize school and other public facilities as overnight shelters for the currently underserved groups, including families with children.	This is a creative solution to providing shelter for temporarily or chronically homeless people.	Start gathering a list of possible schools and other facilities that would allow the city to use their facilities. Ideally a facility's location would match where families are that need shelter.	The biggest challenge is trying to find schools and other public places that want to have homeless and underserved families in their facilities.	This would give homeless people a structured and safe place to build community. It is taking a step in the right direction by getting unhoused people off the streets and providing shelter.

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C1	Hygiene center / Day center with storage, showers, laundry and access to resources. Explore siting in an existing vacant building.	This taskforce item would make the streets of Auburn cleaner and therefore reduce costs associated with street cleaning.	The two main tasks for planning where this could be located and obtaining financing to build the establishment or addition. The city should also narrow down their scope of resources provided in this policy. Auburn should reach out to non-profits, churches, and other appropriate organizations to help out with finances or available space.	The challenges of this item are deciding on what type of model to implement (e.g. permanent or once per week). Auburn may just want to expand free services such as check-ups to homeless people. Funds may also be a challenge.	This will give people a place to maintain their hygiene, which improves health. It also allows them to clean themselves for free before they go on with the day. A homeless person that appears cleaner and more hygienic has a higher probability of getting employment.
B8	Expand shelter services to youth under the age of 18.	This is an important item because it supports a vulnerable homeless population.	Discuss with existing shelters about expanding their services. Apply for grants or look for private funding to support these expansions.	It may be difficult to find another shelter. Taxpayers may not recognize this as an important priority. Youth under 18 may need special care and attention compared to adults, which add additional costs to the shelter. It creates uncertainty regarding whether the shelter should report to child services and have them returned to their legal guardians, or not?	This would help youth get out of homelessness and have a safe place to live and give them an opportunity to build good habits and connect with the right services early in life.
C2	Engage owners of private but vacant buildings in city to host locations for needed services.	This is a good use of available resources.	Auburn could meet with different owners of private buildings and get consent. Rigorous planning of this initiative and demonstrating value and feasibility through appropriate precedents will be essential to owner buy-in.	The most challenging aspect of this item would be funding, getting the owner's consent, and getting the word out to the homeless population. Service success is predicated on letting the unhoused community know of available resources.	This would hopefully improve the quality of life for people who are chronically homeless. If homeless people are getting their needs met through services, then it will benefit Auburn as its resources will be used more efficiently.

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C3	Coordinate meal programs for each day of the week to ensure homeless have a hot meal, a place for companionship, and safety each and every day. (Currently such programs in Auburn cover 5 of 7 days of the week.) Promote best practices in the operation of these programs to mitigate impacts on neighboring properties/residents.	While most homeless people in Auburn are not at risk of starving to death, offering a regulated meal in a safe setting can create a more beneficial social environment. By expanding these programs to operate daily, the city will be able to provide unhoused individuals with a better sense of structure in their day-to-day lives and mitigate negative, reducing backlash against the programs and homeless population at large.	Plan out what meals Auburn would want for each of the days. Find out the cheapest way to be able to afford and provide adequate nutrition.	Budgeting for more food would be a challenge for feeding people seven days a week. Auburn would need to plan efficiently and find the cheapest way to provide satisfactory meals. An appropriate volunteer population will also be needed to prepare and serve food.	This gives people the nourishment to function better every day. It also gives homeless communities the ability to interact with fellow residents.
C7	Expanded wrap-around services for homeless that will assist them in addressing their barriers to stable housing.	This would help people who are homeless to figure out how to work around the barriers of stable housing.	Auburn would first need to look at other wrap-around service models that would fit the needs of the city. Auburn should also contact community partners to gather support in this initiative.	This would be challenging because it would take funding, planning, and awareness building for the homeless community to know about the service. Homeless communities might hear about services such as health, hygiene, and meals but barriers to stable housing is not a typical service offered so building awareness may be a challenge.	Sometimes homeless people do not know what their barriers are because they often do not have easy access to web based services or legal services to adequately understand the legal challenges involved.

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C5	Expand programs, facilities and services, available to address behavioral health issues of homeless (Behavioral health = substance abuse, addiction, mental health).	This program is not considered a top priority because while the behavioral health of homeless individuals is significant, it will be hard to address in lieu of the material challenges that they face in their daily lives. Therefore, it may be more beneficial to focus resources on more material needs like shelter first.	Use facilities that are for shelter and add a psychological service to address behavioral health.	Taking this opportunity on will cost money as it requires professional help.	One potential root cause of chronic homelessness is drug abuse and this may provide the opportunity to get appropriate help. It can also prevent newly homeless people from staying homeless by staying clean. The more available behavioral health places are, the more opportunities there are for people to overcome mental health issues.
D5	Organize shared housing placement and services. Make list or audit of all existing, available or potentially available housing that could be used to house homeless.	This is sustainable and helps promote homeless advocacy while also being environmentally friendly and more cost effective than building several new housing options.	Create a list of all the existing/available/potentially available housing stock and rank them from most to least able/willing to house those without shelter. Remodel/fix buildings so that they can be a quality living space that meets government standards; work to make it less than 30% of income for rent.	This Taskforce item will be potentially time and resource intensive, particularly if buildings must be brought up to code.	This is a sustainable and environmentally friendly approach that can also be effective in categorizing the housing stock of Auburn.
D4	Build new low-income/subsidized housing located near resources and services.	This is a good, but costly idea. It will be beneficial for the unsheltered and the precariously housed because it will give them better access to resources and services.	Budget money to create affordable housing, making sure to develop it with a good management team.	Auburn will need to figure out how to fiscally justify the spending and time needed to implement this.	This would be beneficial for the unhoused and precariously housed communities through quick/easy access to resources that they need.

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D6	Provide additional subsidized housing for Single adults w/o disabilities, children or veteran status. Currently, there are very limited resources for this population.	Auburn should also look into creating subsidized housing for family units, as these often separated in shelters.	For this Taskforce item it is necessary to look to create one for males, females, and one housing unit for non-specified gender. Due to the amount of resources this requires, Auburn may want to evaluate a roommate program within the subsidized housing.	Creating many variations of housing accommodation may be time consuming and expensive; and can cause conflict due the politics of gender-identity.	This will create more stability/opportunities for vulnerable populations.
D7	Build communal/micro-housing: i.e. dormitory-like apartment, private rooms for sleeping, individuals or couples with shared kitchen and living rooms. 4-6 people to a pod.	This item will be sustainable and good for family units. It is a long-term goal.	This would make the housing up to code and livable.	This is a long-term solution that will most likely be expensive; this may have conflict with homeless individuals who believe the space is too small. An appropriate location would need to be selected. Community members may be concerned about increased deviant behavior if this is near their neighborhood.	This will be more cost-effective than creating a large neighborhood of single family homes for the unsheltered and precariously housed.
F7	Advocate for expanded funding available to transporting homeless students.	Action-ability is relatively high, and it is assumed that the target population is relatively small and concentrated.	Auburn could collaborate with public transportation companies and schools.	This may take some time to find appropriate funds.	This will ease the financial burden of students, and allow them to commute to campus for education, which may increase their chances of getting out of homelessness in the long-term.
F8	Advocate for improved bus service within Auburn and between South King County cities to increase ease of access by homeless individuals to needed services.	This is actionable, and may improve chances for homeless individuals to find shelters, services, and job opportunities, which may have long-term, positive outcomes.	It will be essential to collaborate with South King County cities and public transportation company.	This Taskforce item may receive some resistance from the transportation company and the other users of public transportation. Other cities may worry about drawing in additional members of the homeless population.	Increase the mobility of homeless individuals and allow access to needed services in remote locations.

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F4	Encourage the state legislature to act next session to authorize a “Medicaid Supportive Housing Services Benefit” that will allow those providing services to residents in permanent supportive housing to bill more of the costs of those services to Medicaid Rather than have the service providers absorb these costs.	Many people may benefit from an authorization such as this. However, it may be challenging and take time to get it authorized and be implemented. The implementation must be regulated and supervised.	Auburn would need to lobby in order to get this item at the top of the state legislature agenda.	Lobbying resources and time may negatively impact this action.	Improve the affordability of the health services.
A3	Create a program where homeless are hired daily to help clean the community.	This is an immediate and doable item that the city can get started on right away. Other action items would take more planning and could have problems in their execution. This item, however, helps both homeless people and the community. It could be started and implemented rather quickly. Though it does carry negative risks of employing marginalized populations to do unwanted labor.	Someone would need to be in charge of creating the program and picking a few monitored areas that need extra cleaning in the community. It would make sense to start in areas where many homeless people live, so they are essentially getting paid to clean where they live. Someone would need to monitor the cleaning and be in charge of checking people in and out and making sure they are doing an adequate job. Police presence could be important as well, however, it should not be overbearing.	The major challenge with this policy, would be gathering the people necessary to create and roll out this program. The city would need to find skilled people to develop a plan. Another challenge would be finding homeless residents to participate in the program. They would need to be educated on the positive outcomes of participating in a program like this. Finally, it may be challenging to reach out to the homeless population.	This policy could provide a huge opportunity to the city. If this policy were to be implemented, the value of the city would increase as it gets cleaner. Residents of Auburn that are not homeless would appreciate these efforts and may be more likely to start participating in alleviating homelessness.

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A2	Outreach and education to homeless people to encourage good conduct (obey laws, respect other’s property) and environmental stewardship in order to improve community sense of safety, reduce impacts to the environment and improve public health.	This item is ranked as it is because education is the foundation to combating homelessness. In this specific action item, it would help make A3 more sustainable and impactful. If education services were available, they could improve standards of living and the value of the local community.	Pamphlets could be handed out to those in the cleaning program, as well as any other homeless person that has interest in them. The pamphlet should be focused on how these efforts can improve their lives and the community. That way, there is a direct benefit homeless people are getting as a result of following the pamphlet. Introduction of trash cans, recycling bins, compost, and hand sanitizing stations would be helpful	A challenge with this would be creating the actual content of the education that the city would be providing. Someone would need to be in charge of creating a way to display this information and have it reach its audience. Again, the lack of easy connectivity to internet for homeless people, proposes a challenge of having a platform to educate and reach out to homeless populations.	If this policy were carried out, it would hopefully increase the value of the city, as it would be treated better and be cleaner. This could also help improve the health of the environment of Auburn as well as the health of the residents of Auburn.
A5	Ensure police have information to provide service and shelter referrals to homeless individuals.	Any person the police interact with that is homeless should be referred by that officer to a homeless shelter. Not only would this help in getting people to a shelter, but it would also improve trust between homeless people and the police force. Often, the only interactions between these two parties are when an arrest is happening. If homeless people started noticing police interacting with them simply to help them, it would help boost trust and credibility.	This would be easy to enact. Educate police at their stations on the proper references to hand out to homeless. For every homeless person a policeperson interacts with, they could offer a referral. Perhaps there could be some incentive between officers for how many references they provide.	The only challenge with this policy would be gathering the resources or pamphlets to give to police. The city would need to create some sort of pamphlet with referral information, which takes time, labor and resources.	There would be an opportunity for the City of Auburn to increase public relations in the community. The challenges to the policy are low and the cost of producing the pamphlets would be beneficial in the long run because people would have access to shelters, allowing their quality of life to improve. Enhancing safety and health could allot more time to spend on developing additional aspects of their lives.

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B5	Open additional Shelter in city –more than just the existing winter shelter for cold nights.	With more shelter references happening, more shelter space will need to be available. While the goal is to decrease homelessness and get people into affordable housing, that will take time. This would be a smart short-term solution to invest in that will hopefully bring a return later when the homeless rate decreases over time.	This will take more financial investment, than the items above this. Only after funds are designated will Auburn be able to create just and sustainable shelters.	The major challenge with this policy, would be gathering funds to create and open additional shelter space in the city. That would take major investment, which can be hard to get when spending is tight.	If this policy were to be implemented, it could be very beneficial to the city. Similar to the above box, the people living in these shelters would see an improvement in their health, and have more time to focus on getting into the labor force.
B1	Partner with agencies (businesses, governments, churches, etc.) that have parking lots to make them available for overnight for "safe parking" that is time limited, policed, kept clean and has a restroom facility.	This is another item that would not take too much work or money (once partnerships are secured), and would provide a lot of benefit. This is an alternative to people sleeping in their cars in unsafe areas. People could rest easily with the comfort of knowing a police force is present and bathrooms and the surrounding area are monitored.	The City of Auburn would need to put someone in charge of researching and reaching out to local agencies to secure a partnership. Auburn may want to begin with churches. A workforce would need to be hired and trained on how to maintain the appropriate nighttime environment.	The challenge with this policy would be gathering a team to contact these churches, and getting the churches on board. Another challenge deals with the availability of the police. Police would need to spend more time working these sites, which could result in an increase in city expenses.	This would be beneficial because it would allow a safer experience at night for homeless populations. Women and children would not have to worry so much. The crime rate of the city may also decrease as the homeless population would be monitored by the police and there would be less chance for robberies that tend to happen more often at night.

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A1	More patrol and control of parks and library area to ensure safe access for families and kids.	This would be an important item, as it would help boost the value of the community. It is especially important in a place like a library because that is a place of education that should be safe and inviting. Police presence should be incorporated in these areas, but should not be overbearing and the police goal should not be to make arrests, but rather to protect and serve.	Designate a few officers to specific, key spots in the City of Auburn.	A challenge with this policy would be gathering the officers together to monitor these areas. As more police need to spend time in more areas, labor expenses for the city may increase.	This could improve the overall harmony of the city.
A4	Increase police patrols in vicinity/around the times of church meal programs and other areas where homeless individuals congregate.	This would be a practical step to take, as it would ensure the safety of the people congregating in those areas. It would also help boost the value of the community, as less crime would be happening in these areas and people could feel safer. Police should be present but not overbearing and their main goal should not be to arrest people.	Officers would need to be designated to work certain shifts at specific places, during specific hours. They would potentially need special training on crowd control and looking after a large group of people.	The challenge with this policy may be to get support in utilizing police coverage to patrol these areas. Another challenge may be that the more police patrol these areas the less likely homeless may be to utilize the services in the area.	This would improve the overall safety of the people participating in these meal programs. It would also validate that the churches should continue to carry out these programs, as they would not have to worry as much about the liability of having drugs or crime take place in these areas. The churches would be more incentivized to put these programs together and maintain them, and many hungry people would be fed.

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B4	Provide additional outdoor restroom facilities at existing available parking lots at businesses like gas stations	This would be an important step for increasing the safety of women and children in homeless populations. They would feel more comfortable and safer. While you do run the risk of decreasing the value of these bathrooms, it would be beneficial to the unsheltered population. There should be signs in the bathroom asking for respect and cleanliness. Police should be made aware of where these designated bathrooms are so if there is ever an issue or they happen to be driving by, they can check it out.	Someone from the City of Auburn would need to be in charge of reaching out to these businesses and possibly providing some sort of incentive (e.g. a deductible or reassurance of police awareness of sites) to the owners to secure the partnership. Then those owners would need to maintain the bathrooms and be ready to contact police, should any issues arise.	A challenge with this policy would be gathering the funds to build these bathrooms. The city would need to evaluate the cost of creating these bathrooms, and determine if it is a viable option. It could also be a challenge getting the owners of these gas stations and businesses to be on board, as more homeless people would be present, which may affect their business. It would also be a challenge maintaining these bathrooms, as they need to be kept clean, requiring labor and resources on a consistent basis.	This would be beneficial to women and children that want more privacy and could reduce the amount assaults that occur.
B6	Provide transitional housing in immediate Auburn area	This would be a smart policy to invest in, as homeless populations decrease due to the increase of shelter availability. Auburn needs to be prepared for the next step in the process of getting homeless people into affordable housing. The next step is transitional housing, which needs to be present and attainable in the City of Auburn.	The city may need to raise or designate specific funds for this. If the local community was made aware of the impact transitional housing could make on decreasing homelessness and boosting the value of the area, they would likely be interested in donating to the cause.	There would be some significant challenges associated with this policy. The biggest would be gaining the financial resources, necessary to create and build these transitional homes. This may have to happen by increasing taxes, which many citizens may be concerned about. It may also be a challenge, getting the people who live in these transitional homes to guarantee they can make their payments and are on the road to improving their lives.	If this policy happened, many lives would be dramatically changed. People would have safe places to live and more time to figure out how they can get back to being dependably employed.

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B2	Find a location to host a Tent City in Auburn, to offer community to homeless. Provide showers and laundry facilities.	This item was placed lower down on the list because sometimes these kinds of policies are hard to maintain and monitor for safety. While it would provide the benefit of shelter, a lot of planning and resources would need to go into it to ensure people are safe. This helps boost the value of the community, but not to the extent that investing in shelters and transitional housing would.	A representative would need to find a secure area to implement this. A police force would need to be brought on and people would need to donate tents to the cause.	It would be challenging to find a location. The surrounding area may be worried about the presence of a tent city. It would also be a challenge to have the funds and resources necessary, to create and monitor this tent city.	There would be a potential increase in the value of the areas that these homeless people were previously residing before joining the tent city. It would also give people shelter and facilities that are necessary for daily life. It could also create a community, which could foster growth and improvement in the qualities of lives for the people residing in the tent city.
G3	Create best practice training for all systems. Employees trained together to build connections between agencies.	Actionable. Improving the training for systems and employees will improve the quality of services delivered to homeless individuals, which can increase trust between the city and homeless population. Also, better connection and communication between agencies can improve efficiency and enhance interagency collaborations.	Evaluate current practice training, and maybe gather suggestions for improvement from the employees, making adjustment for the training accordingly.	To develop best practices, training requires time and adequate research particularly when this involves interagency and intersystem collaboration.	Connecting agencies, and increase the efficiency of the services and collaboration.

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G2	City should continue to strengthen partnerships with service providers whose programs serve homeless individuals.	Very important and actionable.	The city or the task force should have panel or meetings regularly with community partners and service providers to listen to the challenges in providing service, and provide support and assistance accordingly. Also, the city can hold info-sessions, workshops, and fundraisers, as well as other events with service providers to educate the public, attract and introduce interested donors for the programs, and also help make relevant connections between service programs and providers.	Not an extremely challenging item. May take some effort to locate and make connections to all available services. Also, some homeless individuals who are hostile towards government or authorities, may stop trusting or using the program or service if they know that the service or program are connected to the city.	Allow the city to assist the program to better serve homeless individuals.
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G1	The City should undertake a short-term concerted effort to gather more accurate data on the number of homeless individuals in Auburn. Strategies could include using YourGov app, first responders document all contacts, include photo.	It's important to have more accurate data on the number of homeless individuals in Auburn. It would be even more effective if Auburn could gather demographic information so that the city could gain further insight into the factors contributing to homelessness. This will help in providing more specific services or programs to different groups of homeless individuals, such as youths, the elderly, parent(s) with young children, individuals with disabilities, mental illness or substance abuse problems, to improve their living situation and eventually help them get out of chronic homelessness.	Have volunteers hand out a survey at shelters, clinics, and other places that are popular among local unhoused individuals to collect anonymous information. (Additional to age, it is important to consider gender specific policy than gender-neutral policy. Because there may be gender differences in determinants of homelessness, and there are gender specific needs, such as birth control and feminine care needs for female homeless individuals, especially when they are in pregnancy or they are the primary caregiver to children at a young age.)	Auburn would need to assess how to efficiently and accurately measure the homeless population and collect demographic information of this population. It would be important to avoid bias reflected in data.	Allows for better statistical understanding of the homeless population, so the city can better distribute resources and improves services targeting their needs.
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E5	Clarify availability of resources to help homeless on single website.	An easier goal to accomplish. Will increase the homeless population's awareness of resources within Auburn/SKC; increase usage of available resources by homeless.	Create a website with links to all the shelters, food banks, treatment centers, job centers, and pertinent resources. useful to those without permanent shelter.	Auburn will have to hire/consult with a web designer; may attract more vulnerable people to Auburn.	This will increase the homeless population's awareness about resources that are available to them in the Auburn area and increase usage, thus increasing incentive to offer more resources.
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Category 3 Table -- Make Housing More Affordable (4 Items)

Item #	Action Plan	Reasoning for Ranking	How Can We Carry This Out?	Challenges	Opportunities
D2	Support efforts of South King County (SKC) regional planning/homelessness advisory group in their efforts to: (1) Assess what housing and services currently exist and are currently available to homeless populations; (2) Determine gap between need and available resources; and (3) Coordinate where and housing will be located. Each city should agree to locate specific housing and service program in their locality, spreading resources across SKC.	Fairly easy to accomplish and of significant help to in need populations.	Designate one or two people from the task force to be in charge of this task, and to contact the advisory group to figure out what is needed and communicate your findings.	There would not be many challenges to implementing this recommendation, aside from finding someone open to doing the work.	This would be extremely helpful in figuring out where to start in the absence of housing and how to implement effective changes.
D1	Expand the supply of permanent "Housing First" low barrier housing in and around Auburn.	This would be very helpful, but would be difficult to get this much funding.	Develop a plan for budgeting, location, and contractors for this project, and then propose the plan to city council.	It would be extremely difficult to find enough funding or available housing for this recommendation.	Expanding the supply of housing would ensure that homeless people have a place to go, and would make housing more affordable.

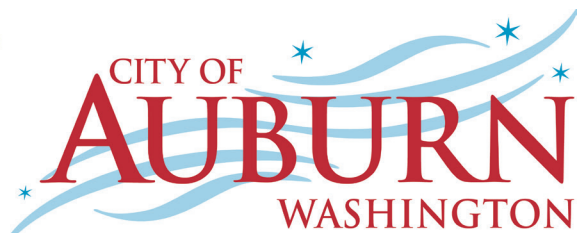
Credit: LCY Student Team
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B7	City should provide support for the siting and construction of the proposed Arcadia House project (transitional housing and shelter, with services, for young adults).	This is crucial in taking steps towards providing housing for unsheltered people. The “transitional housing” will play a role in helping young adults experience something different than being on the streets.	Develop a plan and reason for doing this. Budget funds.	The biggest challenge is how much funding would need to go into this. Transitional housing would be a more expensive option and that is difficult especially when this project is specifically for young adults.	If the focus is getting the older (aged) homeless population into permanent housing, then this would be helpful for the younger homeless population. The Arcadia Housing Project would be good because it focuses on getting young adults transitioned quicker.
F6	Advocate requiring utilities to expand subsidy for low-income customers.	Could improve housing affordability and may help prevent some people with low income from becoming homeless, but the impact on the homeless population may be limited, since the overall housing expense may still be out reach.	Lobbying may be one effective tool to implement this policy.	This will take time and lobbying to realize. The program would need to clarify logistics, such as who should be eligible for receiving the subsidy and how much should they receive.	This may prevent some low-income individuals or families from becoming, or remaining homeless.

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