

## 4 BEST PRACTICE RESEARCH – CASE STUDIES

---

### Context: National Shift in Approach to Homeless Housing and Services

The United States Interagency Council on Homelessness (USICH) published the nation's first Federal Strategic Plan to End Homelessness, *Opening Doors*, in 2010, with updates conducted in 2012 and 2015. The plan provides a definition of what it means to end homelessness:

An end to homelessness means that every community will have a systematic response in place that ensures homelessness is prevented whenever possible, or if it can't be prevented, it is a rare, brief, and non-recurring experience. Specifically, every community will have the capacity to:

- Quickly identify and engage people at risk of and experiencing homelessness.
- Intervene to prevent the loss of housing and divert people from entering the homelessness services system.
- When homelessness does occur, provide immediate access to shelter and crisis services, without barriers to entry, while permanent stable housing and appropriate supports are being secured, and quickly connect people to housing assistance and services—tailored to their unique needs and strengths—to help them achieve and maintain stable housing.

The City of Bellevue has been working for years with King County and other cities implementing elements of a system of homeless and housing support to meet these objectives. Much of the work occurs in teams of city staff, homeless service providers and service consumers (individuals experiencing homelessness, or who were formerly homeless). Guiding this work is the regional All Home Coordinating Board. This is a group of elected and appointed officials, including one Bellevue City Councilmember, that oversees the regional homeless services system and work together to align approaches based on system-wide data and performance metrics. The direction provided by the Coordinating Board is in the All Home Strategic Plan (2015). Like the national *Opening Doors* plan, All Home's vision is that homelessness is rare in King County, racial disparities are eliminated, and if one becomes homeless, it is brief and only a one-time occurrence. The plan is available at this link:



<http://allhomekc.org/the-plan/>

---

These two plans, at the national and local level, set the course for what is considered the best practice in providing shelter, support services and access to stable housing for individuals experiencing homelessness.

### Case Studies of Similar Projects

Shelter and supportive housing projects in communities across the country were studied for the purposes of drawing out best practices for the design and programming of the proposed Eastside Men's Shelter and Supportive Housing Project. The research involved collecting information on similar projects from the internet, speaking with program staff, and visiting local shelter and housing programs in the Pacific Northwest.

In general, the study showed that the Eastside Men's Shelter and Supportive Housing Project has precedent in examples of similar projects locally and across the nation. It also shows that the proposed size of the project is within the range of projects that have been built nationally. There are several examples of larger facilities as well as smaller. Most importantly, it showed that there is no singular approach to designing and operating this type of facility. Each project in each community has its own facets that are unique to serving that community.

Key findings from this research include:

- The importance of designing the building in a way that promotes dignity and respect for both the people making use of the programs and those in the surrounding neighborhood.
- The need to consider a broad area around the proposed facility, with a plan to monitor activity and build ongoing relationships with neighbors with a Good Neighbor plan.
- The benefit of advance planning for the safety of the residents, program participants, staff and neighbors.
- A desire to create sufficient space within the building to accommodate a wide variety of services creates the most opportunity to assist people in working their way back to a place of housing stability.
- The value of creating a pathway to housing stability through a combination of support services and personal accountability.

A high level survey of the programs researched is provided below, followed by more in-depth summaries of similar projects studied locally.

### National Program Research Summary

Name	City	Description
Austin Resource Center for the Homeless	Austin, TX	230 capacity shelter for men and day services center serving 400 people per day. Services space for co-located agencies within a 3-story building.
The Bridge	Dallas, TX	3 floors of services, hygiene center and shelter space. There are 100 beds (74 men / 26 women) in semi-private cubicles with storage space for short-term transitional shelter. An additional 225 can be slept on mats in another part of the

Name	City	Description
		building. A day center, on-site services and hygiene facilities are included.
Gateway Center	Atlanta, GA	Twelve different agencies partner on-site to provide 330 shelter beds in a renovated decommissioned jail building. Services include medical, hygiene, counseling, case management and a career center.
Opportunity Center	Albuquerque, NM	Located in a business park setting, the facility provides shelter and services to 99 men. There are general shelter beds available for 54. Thirty beds are reserved for individuals released from hospitals and 15 beds reserved for veterans.
6 <sup>th</sup> and Chew Winter Shelter	Allentown, PA	50 beds for men and women (and children, if no other options exist) operating in the gym of a community center. Temporary location with no access to showers
Anew Shelter	Burlington, VT	Provides 30 shelter beds for men and women year-round, with ability to expand to 65 during winter months by operating at two locations. Year-round shelter is clean and sober, while winter shelter has minimal entry requirements
Embry Rucher Community Shelter	Reston, VA	Provides 70 shelter beds for single men, women and families year-round. Food, counseling, job coaching and childcare/tutoring are provided on-site. Program has access to 45 units of supportive housing (located elsewhere). Located in a multi-family residential neighborhood adjacent to a child care center. Drop-in day services are available.
Safe Harbor	Traverse City, MI	Shelter and housing resource center, expected to open in 2017. Shelter will provide 65 beds with overflow for up to 80 men and women during the winter. This long-term facility takes the place of a shelter operated temporary in many different church facilities.
Welcome One Emergency Center	Riverside, MD	A shelter program located in a county-owned building used for library storage. Located in a business park, the shelter offers 33 beds for men and women. A separate day services center is in a different location.
Boulder Shelter	Boulder, CO	A built-green shelter with 160 beds, a kitchen and dining area and services space. Solar energy and geothermal heating keep operating costs lower. Located in low-density, mixed-use suburban environment close to a major bus line. Residential, hotel and retail uses within 2 blocks.
Central Iowa Shelter	Des Moines, IA	Forty-seven supportive housing units with 19 reserved for veterans exiting homelessness. Housing is co-located with a shelter with 150 beds for men and women. Located at the edge of the downtown area, in a lower density commercial area adjacent to a freeway.

---

## Regional Shelter Program Research

More detailed reports are provided in this section for five programs in Seattle, Tacoma and Portland that were the subject of site tours. A team of staff and representatives from the city (Parks & Human Services, Planning & Community Development, Bellevue Police, Development Services and City Manager's Office staff), CFH and Imagine Housing conducted the site visits. Overviews of each project are provided with program statistics and characteristics and analysis of applicability to the proposed Eastside Men's Shelter and Supportive Housing Project. These include:

- Tacoma - Nativity House
- Seattle - Cheryl Chow Court & Urban Rest Stop
- Seattle - The Morrison
- Portland – Police Bureau and Central City Concern Service Coordination Team
- Portland – Bud Clark Commons

All of these properties were visited after the two public workshops held in September and October 2016. In the case of Nativity House, three visits have been made over the past year. The questions and issues raised by community members attending the workshops illuminated issues that were researched at each of these existing facilities. Such questions included:

- What are good and bad elements of facility design?
- How do shelter and day service center staff work with local police?
- How do program staff communicate with surrounding property owners and residents?
- How many staff are needed to effectively manage an overnight shelter, a day services center, and supportive housing programs?
- Where do shelter users go during the day after the shelter closes? What are the associated impacts to consider?
- Where do day center visitors go at night after the center closes? What are the associated impacts to consider?
- Has the facility made any difference in how adjacent properties have developed or redeveloped?
- What type of entry requirements are required for each program? How do individuals enroll in programs and stay enrolled?
- Is there a positive or negative consequence of having a shelter co-located with housing in a single project? For the shelter residents? For the housing residents? For the surrounding community?

In the individual case study descriptions below, we have included the observations of the team members that visited the sites. The conclusions and observations were also used to inform the Project Design and Program Description portion of this report, as well as in identifying the potential impacts of a project of this nature and mitigation tools available described in the Surrounding Area Impacts & Preliminary Mitigation Opportunities portion of this document.



<b>Project Name</b>	<b>Nativity Housing</b>
Operating Agency	Catholic Community Services
Address	702 S 14 <sup>th</sup> Street
Website	<a href="http://www.ccsww.org/site/PageServer?pagename=homeless_nativityhouseday">http://www.ccsww.org/site/PageServer?pagename=homeless_nativityhouseday</a>
Year Opened	2014



Program – size/capacity, populations served, services provided	
Shelter	167 beds – 117 beds for men and 50 for women
Day Services	290 seating capacity – men and women
Housing	50 units of permanent supportive housing for formerly chronically homeless and disabled individuals. All 50 units supported by project-based Section 8 vouchers
What is the land use environment around the project? Urban, suburban, residential, commercial, etc.	
Mixed, lower-density multi-family and single family residential as well as Bates Technical College, and several surrounding churches within one block	
What is unique about this project?	
<ul style="list-style-type: none"> <li>• This project brought together an existing day center, community kitchen and overnight shelter into one new location.</li> <li>• Catholic Community Services owns the building and operates all programs.</li> <li>• While part of the same building, the housing units are distinctly separate with no direct connection with the shelter and day center.</li> <li>• The Housing Program operates with 3 case managers, a part-time employment services positions, a site manager and 24/7 front desk staff coverage at the controlled entrance.</li> <li>• All visitors to the housing units check-in at the front desk and provide identification.</li> <li>• All of the housing units are supported by project-based Section 8 rental subsidies (federal). This is very rare and will not be possible to replicate.</li> <li>• The Day Center and Shelter operate with 7 staff during the day and 3 overnight.</li> </ul>	

<ul style="list-style-type: none"> <li>• The Day Center and Shelter recently hired a full-time staff member focused on security. This allows the program managers to focus more on service delivery. CCS staff secure the inside of the building, while a private security company is hired to secure the outside of the building and patrol a two-block radius around the building.</li> <li>• Day center has two medical examination rooms and offices for counseling. Several public and non-profit service providers schedule regular times to have staff on site for services.</li> <li>• Day center and shelter program have established a strong relationship with the Tacoma Police Department, but has little interaction with neighboring property owners.</li> <li>• A dedicated art room at the day center with staff and volunteers provides a quieter space at the center for creative outlet and restorative time.</li> <li>• Shelter moving to a 90-day stay policy to discourage use of the shelter as long-term housing. Stays can extend beyond 90-days with proof of progress toward securing stable housing.</li> <li>• Day Center does not include a drop-in hygiene center. Showers and laundry are only made available to individuals staying overnight at the shelter.</li> <li>• Shelter guests do not have in- and out- privileges once the shelter opens each night.</li> </ul>
<p>What lessons can we learn that may apply to our project? Key themes <b>highlighted</b></p> <ul style="list-style-type: none"> <li>• With appropriate staffing ratios, the 290 capacity day center operates near capacity with limited security or behavioral issues. Staff report that <b>building relationships with the users is the key</b> to keeping order and lowering calls for service to emergency responders.</li> <li>• Day Center and shelter use can draw people to the area that may use one service, but not the other. For example, some may only come in to take advantage of a meal program, but remain on the street the remainder of the day. Having <b>security present in a two-block radius</b> around the building minimizes the amount of “hanging out” in the vicinity of the building. Clients understand that the day center code of conduct extends to the two-block radius and <b>infractions in that area can jeopardize their services</b> at the center.</li> <li>• Overnight shelter has a <b>90-day stay limit for those that are not engaged in services</b>. This keeps the overnight shelter from becoming de facto permanent housing.</li> <li>• <b>Building design influences behavior in the facility</b>. Open, well-light areas with over-designed ventilation systems contributes to a positive environment.</li> <li>• The on-site service space is good, but would like to see more space designed for services in the Bellevue project.</li> <li>• <b>Keeping shelter/day center and housing physically separate benefits both programs</b> – better able to control access and limit interactions between the two populations</li> <li>• The housing units were leased up prior to implementation of coordinated entry in Pierce County. They have a low turnover rate and the individuals living there have very limited opportunities to move into non-subsidized housing.</li> <li>• The current tenant population has a mix of individuals with high support needs and those with lesser needs for support. As new residents move in, they will take individuals with higher levels of needs.</li> </ul>

<b>Project Name</b>	<b>Cheryl Chow Court and Urban Rest Stop</b>
Operating Agency	Low Income Housing Institute (LIHI)
Address	2014 NW 57th St. Seattle
Website	<a href="https://urbanreststop.org/">https://urbanreststop.org/</a> <a href="https://lihi.org/properties/cheryl-chow-court/">https://lihi.org/properties/cheryl-chow-court/</a>
Year Opened	2015



Program – size/capacity, populations served, services provided	
Shelter	n/a
Day Services	URS is hygiene center only - not a day center. It serves over 100 individuals per day (all gender and all age). Approximately 30 people are on-site at any one time during business hours
Housing	50 studio and 1-bedroom units for homeless and low-income seniors earning 50% or less of area median income
What is the land use environment around the project? Urban, suburban, residential, commercial, etc.	
The redevelopment that has occurred in Ballard over the past several years is comparable in size and scale to what is expected in the future redevelopment of Eastgate. There is a mix of residential and commercial uses in four to six story buildings located in a transit-oriented neighborhood. There are eight bus lines operating within a 3 block radius. The area immediately around the building is dominated by newer mixed use residential, with a library, park and church within a block.	
What is unique about this project?	
<ul style="list-style-type: none"> <li>Urban Rest Stop hours are Monday-Friday: 6:30AM-2:30PM. The operating hours are limited by the operating funds available at this time. As additional funds are secured, the hours and days of operation will be expanded.</li> <li>The URS has five private shower rooms, five washers and nine dryers, and restrooms available for use. Patrons receive free toiletries including toothbrushes, toothpaste, disposable razors, shaving cream, shampoo and soap.</li> </ul>	

- 
- The majority of clients come from the Ballard area, from encampments or those residing in cars.
  - In the early morning, most users are coming in for services prior to going to work or school.
  - The URS provides information and referral materials for homeless individuals and families and is available in English and other languages.
  - All services are provided at no cost.
  - The URS has a staff of three that assist and engage users and keep the facility clean.
  - Patrons are about 75% males and 25% female and include individuals of all ages as well as families.
  - The siting of the Urban Rest Stop at this location in Ballard was initially not welcomed by the community. After extensive community outreach and a protracted land use approval process with multiple appeals, the facility opened.
  - The Ballard URS is located within one block of the library, a park and a church that serves breakfast to individuals experiencing homelessness. This has created an environment that is conducive to individuals hanging out in the area on the sidewalks or in cars. However, the neighborhood is developed to such a high degree of density, that there are few places to loiter on streets and sidewalks. URS staff will monitor the sidewalk in front of their building and neighboring buildings for litter. They have received one neighborhood complaint regarding cigarette butts in the planter strips of the sidewalks since they opened.
  - The housing and URS are designed within the same building, but have different entrances. Entrances to both are controlled by staff.
  - Housing includes large community room space, a computer lab, an outdoor patio garden and a roof-top garden and green roof.
  - The housing is staffed by one full-time and one part-time resident services coordinator position and one full-time maintenance staff member who lives in the building. There are no standing on-site services provided for housing residents.

What lessons can we learn that may apply to our project? Key themes ***highlighted***

- The Eastgate area may redevelop to a density similar to Ballard in the future, but until that time, ***monitoring the surface parking area and vegetated areas around the proposed site necessary*** to limit surrounding area impacts.
- The URS is well designed. It has a small internal waiting area and ***screened outside area at the entrance that can be used by patrons as they wait*** for space within the facility. This effectively gives patrons some level of privacy and ***eliminates any gathering or queuing on the sidewalk***.
- URS staff shared that the facility primarily serves individuals in the Ballard area. They have noticed that word has spread to other parts of the city that this facility is well maintained and well managed. This has not led to an appreciable change in the number of homeless living in Ballard, but is something to monitor.
- LIHI ***initiated a Good Neighbor Plan*** that outlines the purpose and goals of the URS and commits the agency to a number of steps to maintain a safe and secure environment for the URS patron and the neighborhood. After several months of operation, neighborhood concerns were allayed. Now that the facility has been open over one year, they are no longer meeting regularly with neighbors, (because there is no longer a need) but have remained engaged in local resident and business associations.



<b>Project Name</b>	<b>The Morrison</b>
Operating Agency	Downtown Emergency Service Center (DESC)
Address	509 Third Avenue Seattle
Website	<a href="http://www.desc.org/morrison.html">http://www.desc.org/morrison.html</a>
Year Opened	Historic hotel building, renovated in 2005



Program – size/capacity, populations served, services provided	
Shelter	220 men and women – additional 38 men in separate shelter program on-site
Day Services	Approximately 200 people per day
Housing	190 studio apartments
What is the land use environment around the project? Urban, suburban, residential, commercial, etc.	
High density, highly urban environment in the Pioneer Square area of Downtown Seattle. Adjacent to office, retail and residential. Transit connections are abundant, with regional transit connections, as well as train and Greyhound bus station within walking distance. Located by King County Courthouse and Jail with major regional medical centers a short distance away. Many other homeless housing, shelter programs and services in the area.	
What is unique about this project?	
<ul style="list-style-type: none"> <li>The Morrison is the largest emergency shelter in the region serving single homeless adults (all genders) with major mental disorders, substance use disorders, physical and developmental disabilities, and other significant vulnerabilities. It is co-located in the same building with close to 200 permanent supportive housing units for individuals exiting homelessness.</li> <li>There is no direct path for individuals using the shelter to advance into the housing upstairs. They are separate programs with separate entry and placement systems.</li> </ul>	

- The program is located in an area with a history of extreme poverty and a long-standing drug market going back to Seattle's early days that pre-date the agency and the program.
- DESC's mission is to serve the hardest to serve and most vulnerable in the community.
- The main shelter is a 24-hour shelter and day center model. Shelter guests can stay in the shelter during the day and connect with on-site medical and other services within the building.
- The main shelter also offers on-site medical care, mental health counseling and chemical dependency treatment. Three DESC mental health outreach case managers, three Information and Referral case managers and a chemical dependency counselor are sited in the shelter, as well as a registered nurse from Health Care for the Homeless.
- The Morrison has a separate shelter and day center called Connections. This is a comprehensive daytime service and referral center that addresses the needs of homeless individuals by providing individualized support, basic skills training and referrals to local services and housing. Clients enrolled are typically those whose homelessness was triggered by economic reasons and who, with assistance, are ready to be employed.
- State-licensed mental health and chemical dependency treatment services are provided.
- The housing program employs seven case managers with two operations staff working evenings and nights.
- The shelter is operated with five staff during the day, four in the evening and three staff at night.
- DESC is preparing to open a Navigation Center in Seattle. This is a no-barrier shelter and services program designed to serve approximately 75 chronically homeless individuals. Due to the high level of services to be provided, the staffing and operating costs are approximately the same as their overnight shelter that serves 258 people.

What lessons can we learn that may apply to our project? Key themes ***highlighted***

- The Morrison exists in an environment quite different from Eastgate, which makes drawing comparisons challenging. They also operate at a scale that is much higher than what is proposed for Bellevue. DESC, among all their programs, shelters 4,000 individuals a year and provides services to over 7,000. The experience that DESC has gained can be a resource for this project as it continues to develop its programming plan.
- The Connections shelter and day services program is one that can be emulated. It serves those whose homelessness is related primarily to economic conditions in their lives - such as the need to secure and retain livable wage jobs and stable, affordable market-rate housing. The ***focus on getting individuals into stable housing and into stable employment.***
- The day services space at The Morrison is too small for the number of individuals served. DESC staff shared that they are currently sacrificing quality of services in order to service a higher quantity of individuals. The need for shelter at this time is far greater than the capacity. This has led to operating issues (using hallways as seating areas). This is due in part to the space available in a retrofitted old building.
- For certain DESC housing programs, the ***lease terms may include good neighbor requirements*** for the building and surrounding area, so that ***residents are aware of and commit to certain standards of conduct.***

<b>Project Name</b>	<b>Bud Clark Commons</b>
Operating Agency	Home Forward (housing) & Transition Projects (shelter and day center)
Address	655 NW Hoyt Street, Portland, OR
Website	<a href="http://www.homeforward.org/find-a-home/get-an-apartment/apartments-at-bud-clark-commons">http://www.homeforward.org/find-a-home/get-an-apartment/apartments-at-bud-clark-commons</a> <a href="http://www.tprojects.org/day-center/">http://www.tprojects.org/day-center/</a> <a href="http://www.tprojects.org/shelters/">http://www.tprojects.org/shelters/</a>
Year Opened	2011



Program – size/capacity, populations served, services provided	
Shelter	90 beds for men, half reserved for veterans
Day Services	300 capacity, serving on average 600-800 people per day
Housing	130 permanent supportive housing studio units for single men and women earning less than 35% of the area median income
What is the land use environment around the project? Urban, suburban, residential, commercial, etc.	
This project is at the north edge of Downtown Portland, between the Pearl District and the Old Town Chinatown District. It is close to local transit as well as Amtrak and Greyhound stations. This area of Portland has a long history of homelessness and there are many service providers and shelters in the area (somewhat similar to Pioneer Square in Seattle). At the same time, this neighborhood is experiencing a long and sustained renaissance with rising property values and significant redevelopment including multi-family housing, retail and hotel development.	
What is unique about this project?	
<ul style="list-style-type: none"> <li>The building won a national design award from the American Institute of Architects and is LEED Platinum certified (highly energy efficient).</li> </ul>	

- The nine story building has three components, a day services center, a 24-hour “transitional shelter,” and permanent supportive housing
- The transitional shelter for men, occupies the building’s first floor The 90-bed facility, with 45 beds reserved for veterans, is a clean and sober program that includes storage areas for residents, a kitchen and common space. Men at the shelter do not necessarily access the day center. Case managers and counselors help residents move toward self-sufficiency and housing stability. The wait time to get into this program is currently seven months.
- The shelter is staffed by three during the day and two at night.
- The Day Center, occupying the second and third floors, serves as the central access point for the homeless and provides an array of resources and services for individuals experiencing homelessness throughout the Portland area. Services include, showers, and laundry to complement case management, medical services, housing counseling and training classrooms.
- Four staff operate the center in two shifts with two additional staff operating the hygiene services and the mailroom (5,000 people use Bud Clark’s address for mail). Approximately twenty agencies, organizations, and institutions come to the day center to offer services.
- The Day Center is accessed through a courtyard on the site’s northeastern corner; the courtyard serves as a transition area between the property’s public and private spaces and limits queuing along the sidewalk by those seeking services.
- The 130 units of housing are access from a third and separate entrance. Residents are highly vulnerable populations including those with mental illness, chemical dependency, and often both.
- The housing is operated by the local housing authority with intensive medical and mental health services on-site, but not chemical dependency treatment. The building has a very low turn-over rate of approximately two units per month.

What lessons can we learn that may apply to our project? Key themes ***highlighted***

- While the building was critically acclaimed at the time, it has an institutional feel that does not seem conducive to creating a welcoming and calming environment. Some features like an art room and outdoor patio with gardening plots are not easily accessible and therefore underutilized.
- Neither the housing program nor the day center staff maintain active relationships with Portland Police, nor do they invest time in monitoring the areas around the building. This is led to an active street life of individuals hanging out or camping in the areas around the facility.
- Over time, demand for the day center has eroded its ability to offer a safe and welcoming place for people to stay. Spaces have been reconfigured to seat the maximum number of people possible. There is not sufficient staffing to engage with everyone at the center, so interactions are more transactional in nature with less ability to create relationships.
- The housing program has struggled to control drug use within the building. For decades before this project was built, there has been an active drug market in the area around the building, which has created challenges of dealers preying on project residents.
- The environment around Bud Clark Commons and the high level of demand cannot be compared to the proposed Eastgate site for the Eastside Men’s Shelter and Supportive Housing Project. However, the experience at Bud Clark highlights the ***need to closely work with the local police*** and the users and residents of the building to establish the positive expectation of orderly and respectful behavior inside and outside the building. It also highlights the need to focus attention on the area immediately surrounding the building to limit loitering and unpermitted encampments.
- The day center has a ***barter system to trade access to laundry and lockers for work at the center, cleaning or organizing.***



<b>Project Name</b>	<b>Portland Services Coordination Team (SCT)</b>
Operating Agency	Portland Police Bureau, Volunteers of America & Central City Concern
Address	1111 S.W. 2nd Avenue, Portland, OR
Website	<a href="https://www.portlandoregon.gov/police/62135">https://www.portlandoregon.gov/police/62135</a> <a href="https://www.voaor.org/service-coordination-team">https://www.voaor.org/service-coordination-team</a> <a href="http://www.centralcityconcern.org/services/health-recovery/housing-rapid-response/index.html">http://www.centralcityconcern.org/services/health-recovery/housing-rapid-response/index.html</a>
Year Opened	2007



Program – size/capacity, populations served, services provided	
Shelter	n/a
Day Services	Program participants can take advantage of a day center that is open to individuals working on recovery from chemical dependency
Housing	60 units of which 30 phase one units are not monitored for drug and alcohol use and 30 phase two units have clean and sober requirements
What is the land use environment around the project? Urban, suburban, residential, commercial, etc.	
The housing and services for this program are located in the Old Town Chinatown District on the north end of Downtown Portland. This area of Portland has a long history of homelessness and there are many service providers and shelters in the area (somewhat similar to Pioneer Square in Seattle). At the same time, this neighborhood is experiencing a long and sustained renaissance with rising property values and significant redevelopment including multi-family housing, retail and hotel development.	
What is unique about this project?	
<ul style="list-style-type: none"> <li>The mission of the Service Coordination Team is to improve public safety, reinforce community livability and increase treatment outcomes for chronic offenders through the coordination of law enforcement, criminal justice, supportive housing and treatment resources.</li> </ul>	

- 
- The SCT Program pairs subsidized housing and treatment to chronic offenders in order to address their addiction and the root causes of criminality. Police and District Attorneys work together to identify individuals who are eligible for the program. These are typically those that have extremely high arrest records associated with drug and alcohol use, but are not dealing with mental health or other barriers to housing and employment.
  - These individuals are offered housing paired with treatment. Enrolling is voluntary (not court-ordered), but if the participant declines or does not stay active in treatment, they lose their housing.
  - The program lasts approximately one year. Participants start in housing where drug and alcohol use is not monitored. As they engage in services, they graduate to clean and sober housing. They then work on employment security and eventually transition to unsubsidized housing. Case management continues for one year after stable housing is obtained.
  - Performance studies have found that engagement in SCT programming has positive and incremental impact on reducing future arrests. Individuals in the program at least 30 days have a 28% reduction in future arrests during the two year post treatment period. Individuals that stay in the program 180 days or more have a 98% reduction in future arrests.
  - An economic analysis of the program in 2014 found that every dollar spent on SCT saved \$7.35 in victim, community and system costs.

What lessons can we learn that may apply to our project? Key themes ***highlighted***

- The SCT program does an ***excellent job of tracking and publicizing performance data***. Has relationship with Portland State University to undertake assessment and research. Perhaps a similar relationship with Bellevue College could be established.
- The ***direct participation by Portland Police in this program is unique*** and worth exploring. Program participants often use the relationships they build with Police Officers to their advantage, often using officers as references for employers or landlords hesitant to hire or lease to individuals with long criminal histories.
- The requirement for people to engage in treatment while in the housing program is inconsistent with the prevailing national system changes of Housing First, which direct that housing be provided as a necessary first step without strings attached. The City of Portland funds this program completely and limits participants to those who committed crimes in Portland. By funding the program locally, the City maintains control over the program requirements.
- Even though the program works outside of the regional homeless housing and services system, it serves a niche need. Program staff stressed that this program serves a small targeted population and is not an overarching approach to ending homelessness.
- This program proves that ***strong and active relationships with public safety professionals is critical*** to program success. In the case of Bellevue, that includes Bellevue Police as well as Bellevue College Public Safety staff, the Metro Transit Police and security guards and private security staff in place at neighboring properties.