

Fostering a Community of Belonging

by Empowering and Trusting Youth

BET on YOUTH



WA-503

Coordinated Community Plan to
Prevent and End Youth Homelessness



Pierce County
Human Services

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System Mapping

The most recent Housing Inventory Count¹ shows a total of 111 youth beds in Pierce County. This represents 2% of the total year-round beds available in Pierce County.

	Total Year-Round Beds	Youth Beds
Emergency, Safe Haven, Transitional Housing	2,007	86
Emergency	1,831	86
Transitional	176	0
Permanent Housing	3,119	25
Permanent Supportive Housing	1,432	14
Rapid Rehousing	878	11
Other	809	0
Total	5,126	111

The available youth beds do not match the need. The Point in Time count from 2024² found 164 unaccompanied youth and parenting youth experiencing homelessness in Pierce County, reflecting a shortage of at least 53 beds. The capacity of the system can house 68% of the total youth counted. There is a bottleneck between shelter beds (24) and permanent housing (15) options – especially because youth live in permanent housing for much longer periods of time than shelter beds, Pierce County cannot accommodate all the youth in shelter into permanent housing options. A key strategy to improve this bottleneck is to use a significant portion of the YHDP award on a new TH-RRH program. More details about this project are under the Project List.

¹ https://files.hudexchange.info/reports/published/CoC_HIC_CoC_WA-503-2024_WA_2024.pdf

² https://files.hudexchange.info/reports/published/CoC_PopSub_CoC_WA-503-2024_WA_2024.pdf

	Emergency	Transitional	Unsheltered	Total
Unaccompanied Youth	76	3	72	151
Unaccompanied Youth Under 18	12	0	4	16
Unaccompanied Youth 18-24	64	3	68	135
Parenting Youth	10	3	0	13
Parenting Youth Under 18	0	0	0	0
Parenting Youth 18-24	10	3	0	13
Children of Parenting Youth 18-24	13	4	0	17

When looking at the Point-in-Time over five years, Pierce County sees an increase in all youth populations, including children of parenting youth.

	2020	2021	2022	2023	2024	Change 2020 - 2024
Unaccompanied Youth	133	65	72	132	151	12%
Unaccompanied Youth Under 18	12	11	4	9	16	25%
Unaccompanied Youth 18-24	121	354	668	123	135	10%
Parenting Youth	10	13	18	10	13	23%
Parenting Youth Under 18	0	0	0	0	0	0%
Parenting Youth 18-24	10	13	18	10	13	23%
Children of Parenting Youth 18-24	10	18	18	17	17	41%

When looking at CoC HMIS data, Pierce County has seen a 136% increase since 2017 in youth experiencing homelessness. In 2023, 1,338 unaccompanied youth sought services in Pierce County.

Over five years, Pierce County has served 6,602 youth, according to HMIS.

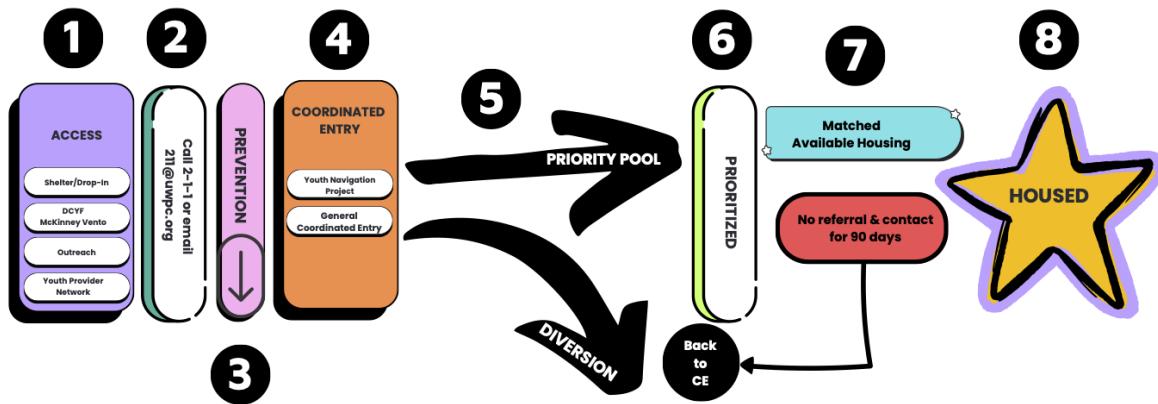
	Unaccompanied Youth under 18	Unaccompanied Youth 18-24	Parenting Youth 18-24	Total
Total YYA Households	1336	4951	1189	6602
Total Children in Households headed by YYA	0	0	1614	1614
Total People in YYA Households	1542	5111	2960	8631
% of Total People who were in family shelter as a minor	70%	2%	20%	19%

While these concrete numbers are an important backdrop to understanding the youth homelessness response system, Pierce County does have a unique system to serve youth, with tremendous ability to adapt and improve. The system map below outlines the process by which young people access housing and support services through youth-serving community partners or systems of care.

Initially, youth and young adults may receive prevention services aimed at addressing their needs early and potentially avoiding entry into the Coordinated Entry (CE) system. Youth under 18 are excluded from the CE process. For those over 18, if prevention services are insufficient, they are triaged to shelter services. If the initial agency or organization is not CE-certified, the young person is referred to one that is certified. From there, they are directed to either the Youth Navigation Project (serving Categories 1, 2, and 4) or the General CE system (serving Categories 1 and 4 only). They then meet with an intake specialist who helps them complete an intake in the Homeless Management Information System (HMIS). The intake is reviewed, and an algorithm—guided by the specialist—identifies a vulnerability score based on the young person's individual needs. Those in this group are offered the choice of entering either Diversion or the Priority Pool. Diversion provides targeted assistance to help young people avoid deeper system involvement. If they enter the Priority Pool instead, they are assigned a system navigator to support basic needs and maintain contact. If they stay engaged and housing becomes available, they

are matched to a program. However, if they do not respond to the referral within 90 days, it is reassigned, and the young person must re-enter the process from the beginning.

PIERCE COUNTY

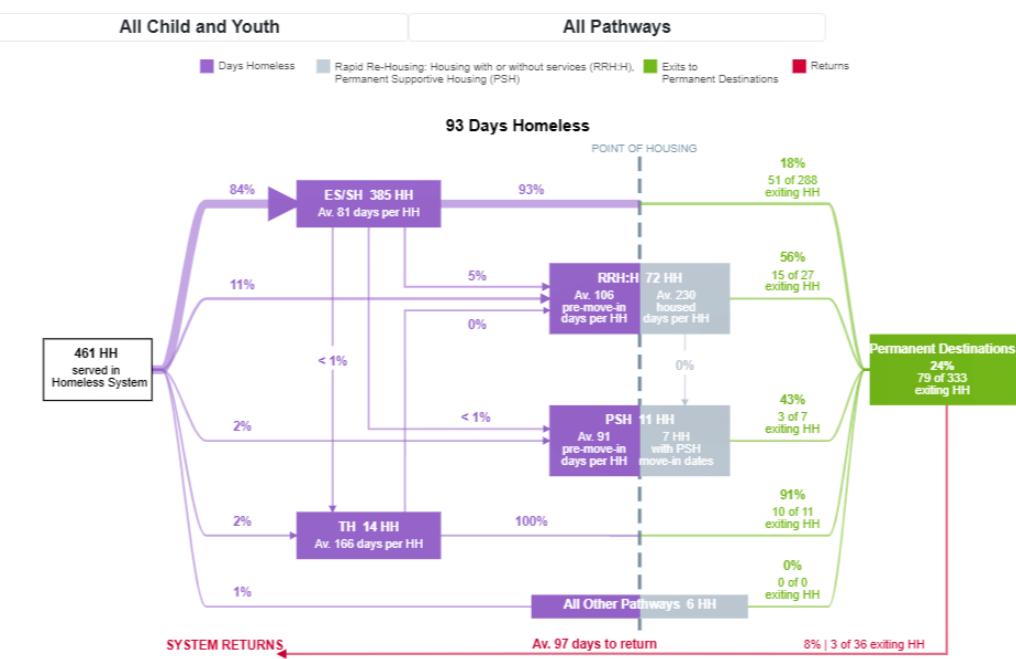


The System Performance Map shown below (report period 10/1/23 - 9/30/24) pulled from Stella P showed 461 households served with average stays of 81 days in shelter and 166 days in transitional housing. It took an average of 3 to 4 months to move into RRH or PSH with 24% of YYA exiting to permanent destinations.

CoC Code: WA-503 Name: LSA 3rd Pull Report Period: 10/01/2023 - 09/30/2024 Submission Type: official

System Performance Map

Households use different combinations of project types during the time they are served in the homeless system. These project type combinations are referred to as pathways. Each pathway has different average cumulative days homeless, exits to permanent housing and returns to the homeless system. The system map shows performance for the main project types in the homeless system and can be filtered to show performance for the main pathways.



Partners

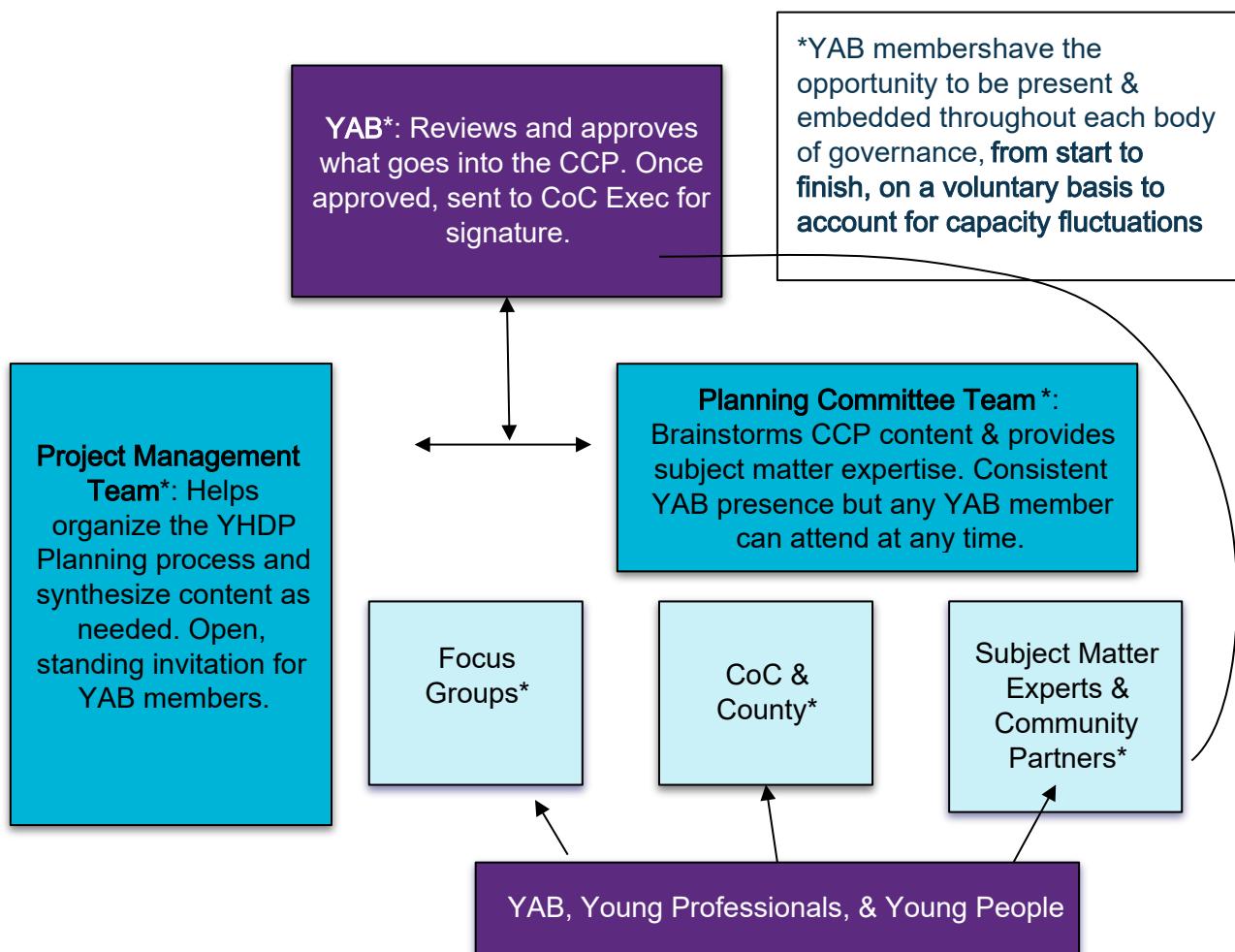
The Planning Committee (decision-making body for YHDP award in Pierce County) includes the following partners:

- Pierce County Youth Action Board (Youth Action Board)
- Pierce County Human Services (Local Government)
- Carelon Behavioral Services (Public Child Welfare Agency)
- Puyallup School District (McKinney-Vento)
- Associated Ministries (Homeless Service Provider)
- Tacoma Pro Bono Community Lawyers (Legal Services)
- Multicultural Child and Family Hope Center (Homeless Service Provider)
- Community Youth Services (Homeless Service Provider, Youth Emergency Shelter)
- Department of Children, Youth, and Families (Public Child Welfare Agency)
- Living Access Support Alliance (Homeless Service Provider)
- Harbor Hope Center (Homeless Service Provider, Young Adult Emergency Shelter)
- Lutheran Community Services (Homeless Service Provider)
- Tacoma Public Schools (McKinney-Vento)
- Valeo Vocation (Homeless Service Provider)
- YMCA of Greater Seattle (Homeless Service Provider, Young Adult Housing)
- Family Promise of Pierce County (Homeless Service Provider)
- Tacoma Volunteer Outreach and Resources (Community Advocate)
- Metropolitan Development Council (Homeless Service Provider, Youth and Young Adult Outreach)

Governance Structure

The Governance Structure for Pierce County's YHDP award is visualized in the chart below. The Youth Action Board (YAB) is embedded throughout each body of governance, from start to finish. The decision-making body is the Planning Committee Team. They are supported by the Project Management Team and informed by Focus Groups, the CoC, the County, Subject Matter Experts & Community Partners. The YAB will be the key reviewers of YHDP project applications during project scoring and selection. YAB members will support project implementation through policy review and start up activity oversight. YAB members will participate in implementation. The YAB will participate in system performance teams and lead continuous quality improvement efforts.

The YAB has a strong support system behind them in the Collaborative Applicant (County). The Collaborative Applicant (County) provides lead staff for YHDP and for the YAB.



Project List

Pierce County will create three new projects with YHDP funds. In Year 1 in total, 39 housing units will be created; 175 youth will be served, and about 5.5 staff will be hired. The projects will cover the geographic area of the entire county within the CoC WA-503. The summary table of total approximate budget per project is below, followed by project descriptions of each.

Total (2 year) amount allocated to YHDP

	Total	# of RRH units	# of TH beds	# of youth served	# of staff hired
TH-RRH	\$2,629,705	54	24	100	3.57
SSO Mobile Advocate	\$324,500	0	0	150	1
SSO Coordinated Entry	\$209,000	0	0	100	1
Planning Grant #1	\$105,440	NA	NA	NA	NA
Planning Grant #2	\$246,027	NA	NA	NA	NA
	\$3,514,672.00				

Joint Component – Transitional - Rapid Rehousing	
Project Type	Transitional -Rapid Rehousing (TH-RRH)- medium term assistance (up to 36 months)
Summary of Project and Supportive Services Description	<p>This project prioritizes a quick transition out of homelessness by offering transitional housing (up to 24 months) while preparing for permanent housing by providing up to 36 months (with a special YHDP activity) of housing and supportive services. Our CoC anticipates funding numerous RRH programs through a Request for Proposal (RFP) process. These programs may vary in design but will follow the key principles described in this project description. TH-RRH will offer housing either with the young person as the leaseholder or with the agency as the lease holder in a master lease.</p> <p>TH and RRH can be project-based or scattered site housing. Projects can also incorporate shared housing to help youth sustain housing after assistance ends or according to each individual youth's needs. Assistance for youth households (individuals and families) with RRH will be provided</p>

	<p>by helping them locate and move into permanent housing using financial assistance and housing focused services.</p> <p>While youth are in RRH, they receive supportive services, including:</p> <ul style="list-style-type: none"> • Support and transportation during non-traditional business hours (nights and weekends) • Connection to education and training resources, including connection to financial assistance • Connection to employment • Connection to community activities or groups • Connection to life skills and peer support
Special YHDP Activities	I.C.1.a.1, I.C.1.a.2, I.C.1.a.3, I.C.1.a.4, I.C.1.a.5, I.C.1.a.6, I.C.1.a.7, I.C.1.a.8, I.C.1.a.9, I.C.1.a.11, I.C.1.a.12, I.C.1.a.13.,C.1.a.13a, C.1.a.13b, C.1.a.13c, C.1.a.13d, C.1.a.13e, C.1.a.13f, C.1.a.13g, C.1.a.13h, C.1.a.13i, C.1.a.13j, C.1.a.13k, C.1.a.13l, C.1.a.14, I.C.1.b.1, I.C.1.b.2, I.C.1.b.3, I.C.1.b.4, I.C.1.b.5,, I.C.1.b.7, I.C.1.b.8
Target number of housing units	In total, it is anticipated this program will create roughly 39 units. The TH program will have approximately 12 beds/units. The RRH component will have approximately 20 1-bedroom units and 7 2-bedroom units. Rental assistance will last between 12-36 months, depending on the needs of the youth. Projects will be able to operate either site-based or scattered-site.
Staffing	Projects will have adequate staffing, including supervision, case management and peer navigation. There will be a total of 3.57 FTE working directly with clients. In the RRH component, staff/client ratio will be 1:15. In the TH component, staff/client ratio will be 1:12.
Projected Total Cost	Approximately \$1,314,852 annually
Leasing	\$96,140
Rental assistance	\$1,264,501
Operating	\$430,000
Supportive Services	\$600,000
Administration	\$239,064
HMIS	\$0
Geographic Region	Entire county within the CoC WA-503
Number of youth served	Per year, approximately 50 youth and young adults

SSO – Youth & Young Adult Coordinated Entry	
Project Type	Supportive Services Only – Coordinated Entry
Summary of Project and Supportive Services Description	This project seeks to develop a youth specific assessment for entry into the homeless response system in Pierce County for youth who are literally homeless, at imminent risk of experiencing homelessness and fleeing domestic violence. The funding will support diversion services and a Coordinated Entry Specialist who will conduct assessments, identify housing and other needs, coordinate resources and provide ways to connect with peer support and community. This project will standardize the way YYA experiencing homelessness access, are assessed, and are referred to housing and services in Pierce County.
Special YHDP Activities	I.C.1.a.4, I.C.1.a.5, I.C.1.a.6, I.C.1.a.7, I.C.1.a.9, I.C.1.a.11, I.C.1.a.13b, I.C.1.a.13c, I.C.1.a.13d, I.C.1.a.13e, I.C.1.a.13f, I.C.1.a.13g, I.C.1.a.13h, I.C.1.a.13i, I.C.1.a.13j, I.C.1.a.13k, I.C.1.a.13l, I.C.1.a.13m, I.C.1.b2, I.C.1.b3,
Target number of housing units	N/A
Staffing	1 Coordinated Entry Specialist with staff to client ratio 1:30.
Projected Total Cost	Approximately \$104,500 annually
Leasing	\$0
Rental assistance	\$0
Operating	\$0
Supportive Services	\$95,000
Administration	\$9,500
HMIS	\$0
Geographic Region	Entire county within the CoC WA-503
Number of youths served	Per year, approximately 50 youth and young adults

SSO – Mobile Advocate	
Project Type	Supportive Services Only – Mobile Advocate
Summary of Project and Supportive Services Description	<p>This project seeks to support youth across Pierce County, extending from the rural areas to Tacoma. This Mobile Advocate program is a non-centralized program that will conduct intakes and assessments, offer resource planning to youth, outreach in harder-to-reach places and be linked with community connections. The organization to receive this award will be trained to support youth going through various experiences in various settings.</p> <p>Supportive Services provided will include:</p> <ul style="list-style-type: none"> • Connection to shelter/housing • Connection to mental health and physical health care • Support including transportation during non-traditional business hours (nights and weekends) • Connection to education and training resources, including connection to financial assistance • Connection to employment • Connection to legal services • Connection to community activities or groups • Connection to life skills and peer support
Special YHDP Activities	I.C.1.a.4, I.C.1.a.5, I.C.1.a.6, I.C.1.a.7, I.C.1.a.9, I.C.1.a.11, I.C.1.a.13b, I.C.1.a.13c, I.C.1.a.13d, I.C.1.a.13e, I.C.1.a.13f, I.C.1.a.13g, I.C.1.a.13h, I.C.1.a.13i, I.C.1.a.13j, I.C.1.a.13k, I.C.1.a.13l, I.C.1.b2, I.C.1.b3,
Target number of housing units	N/A
Staffing	1 Mobile Resource Advocate with staff to client ratio at any point in time of 1:25. The nature of this program intervention is short, thus, we anticipate the caseload will shift regularly. This means, the active caseload for the Advocate will never exceed 25 youth at a time, but over the course of a year, we anticipate the Advocate being able to serve 75 youth.
Projected Total Cost	Approximately \$162,250 annually
Leasing	\$0
Rental assistance	\$0
Operating	\$0
Supportive Services	\$147,500
Administration	\$14,750
HMIS	\$0
Geographic Region	Entire county within the CoC WA-503
Number of youths served	Per year, approximately 75 youth and young adults

Vision, Mission, Goals, Objectives, and Action Steps

Vision: Our community will be a place where every young person has access to safe, stable, and supportive housing paired with holistic support, resources and opportunities they need to thrive.

Mission: We will achieve our vision by implementing this Coordinated Community Plan through youth-led community collaboration so that homelessness in Pierce County is rare, brief and non-recurring.

Goal: Youth and young adults can access housing options that provide safety and stability where they can thrive.

Objective	Actions
Objective 1: Expand housing options for YYA	Action 1a: Direct YHDP funding to support RRH portion of joint component project.
	Action 1b: Partner with Public Housing Authority to secure FUP & FYI Voucher options.
	Action 1c: Solidify PSH designated units for YYA.
Objective 2: Create alternatives for YYA who do not have access to emergency housing options	Action 2a: Direct YHDP funding to support TH portion of joint component project. Action 2b: Utilize YHDP Special Activity to enable providers to access hotel or motel rooms for emergency housing.
Objective 3: Embed relevant supports that set up YYA for long term stability	Action 3a: Connect YYA to employment preparedness classes, resume writing and workforce training.
	Action 3b: Connect YYA to education to complete high school, engage in vocational training, and enroll in college.
	Action 3c: Create agreements between healthcare providers and youth service organizations to ensure YYA can get the medical care they need.
	Action 3d: Within YYA serving organizations, provide life skills classes such as financial literacy, cooking, cleaning, navigating landlord relationships, etc.
	Action 3e: Ensure YYA have access to transportation through YHDP awarded projects.

Objective 4: Increase the length of rental support for YYA	<p>Action 4a: Adjust rental assistance support over time to help YYA manage their housing costs independently after 36 months.</p> <p>Action 4b: Utilize YHDP allowance to expand rental assistance support from 24 months to 36 months as needed.</p> <p>Action 4c: Standardize ongoing 30-day housing stability reviews with YYA in housing programs.</p> <p>Action 4d: Standardize transition planning with YYA in housing programs to ensure they have housing support after assistance is done.</p> <p>Action 4e: Ensure case managers are educated and equipped to identify and support YYA who are seeking SSI/SSDI.</p>
Objective 5: Increase system navigation processes to magnify and streamline pathways to housing programs	<p>Action 5a: Ensure that Coordinated Entry is conducting case conferences about YYA across the county.</p> <p>Action 5b: Partner with schools to identify YYA at risk of or experiencing homelessness.</p> <p>Action 5c: Create opportunities for providers to share and compare data.</p> <p>Action 5d: Direct YHDP funding to support service navigation support in rural parts of the County.</p>

Description of Youth Recruitment and Compensation

Youth and Young Adult Recruitment

Pierce County and the Pierce County Youth Action Board (YAB) are committed to ongoing growth, retention, and sustainability of membership. Currently, the YAB has 19 member seats. To be eligible to join the YAB prospective members must meet all of the following eligibility requirements:

- Youth and young adults (YYA) between 12 and 24 years old
 - Members who turn 25 during their term may be eligible to transition to other groups, such as the CoC Lived Experience Advisory Board, or take on a mentoring role
- Current or past experience with homelessness or housing instability
- Reside within the geographic boundaries of Pierce County, WA

YAB recruitment is conducted primarily through word of mouth by YAB members and youth-serving organizations. Methods of recruitment include outreach and partnerships to culturally specific organizations, service providers, and educational partners through email, social media, flyers, and social media campaigns. Recruitment is based on available seats with added opportunities based on funding and membership fluctuation. Prospective members have varied backgrounds and come from varied geographic areas within Pierce County. The YAB plans to build on this foundation.

YAB members are expected to actively participate in weekly meetings and engage thoughtfully in conversations that contribute to the group's mission. Members serve as advocates and ambassadors for their community, representing youth voices and concerns in a respectful and proactive manner. They are also responsible for attending CoC and YYAC (Youth and Young Adult Committee) meetings, and for reporting back to the YAB with key discussion points to ensure strong communication and collaboration. All members are required to comply with the host organization's policies and procedures to maintain a respectful, safe, and effective working environment.

Youth and Young Adult Integration

YYA integration into the YHDP will be essential to ensuring that the voices and experiences of YYAs are centered in the design and delivery of services. The YAB will play a critical role by utilizing community data and direct feedback from YYA to identify the most pressing needs within the community. This informed approach will allow the YAB to pinpoint gaps in services, advocate for necessary resources, and ensure that youth-driven perspectives shape the response to youth homelessness in meaningful and practical ways.

To support continuous improvement, the YAB will collaborate with programs and organizations to develop targeted improvement projects aimed at enhancing services and support systems for YYA. Using a multi-method feedback system, the YAB will be able to raise and address concerns related to program performance and implementation. Additionally, they will monitor YHDP-awarded projects to ensure

accountability, track progress, and provide feedback that will guide future decision-making. The YAB will also contribute to the development of Continuous Quality Improvement (CQI) plans, reinforcing a culture of learning and adaptability across all funded initiatives.

As active members of an oversight committee, YAB members will bring a youth-centered lens to every aspect of the YHDP process. They will be involved in reviewing and refining key operational tools such as policies and procedures, training manuals, curriculum, hiring processes and job descriptions. Their involvement will help ensure that services are effective and responsive to the realities of youth experiencing homelessness. By integrating youth into oversight and decision-making, the YHDP will build a foundation for sustainable, youth-informed systems change.

Youth and Young Adult Compensation

Members of the YAB are compensated for their time engaging in CoC work including YHDP CCP work, YHDP project design, project development, project approval, project selection and CQI. YAB members are compensated at a rate of \$20/hour, whether that is in person or online, paid biweekly. YAB members are paid through direct deposit or standard check depending on their preferences.

To be eligible for compensation, YAB members must provide the following:

- Completed membership application
- Completed YAB Engagement Agreement
- Completed W-9
- Completed direct deposit or compensation documentation

To facilitate completion of these documents, Pierce County CoC makes them available online or in person to fill in and sign. Prospective YAB members are expected to complete both the Membership Application and Member Agreement before attending meetings and the CoC staff are tasked with follow-up communication to assist with any questions or concerns.

YAB who supported YHDP project planning and selection are paid from the YHDP Round 8 Planning Grant. YYA who participated in listening sessions and focus groups throughout the CCP and Project design process who were not active YAB members were compensated by a partner organization supporting the YAB. Ensuring that all YYA, regardless of YAB membership, were compensated for their time and contributions.

Given the geographic scope of the award area, the CoC reduces barriers to participation by offering a virtual meeting platform. YAB members are expected to be in person at least once a month. When meeting onsite, transportation needs are supported by a partner organization for rides to/from meetings or events.

Ongoing work on YHDP implementation and CQI will become part of the YAB's consistent contribution. The YAB will secure funding through a multifaceted approach to ensure sustainability and support for its initiatives. Primarily, YAB will receive foundational support from its sponsoring organization, which provides administrative backing and operational resources. Additionally, the YAB plans to pursue a Pierce County Human Services grant for 2026, a highly competitive funding opportunity offering up to \$100,000, designed to support people with lived expertise governance initiatives. To diversify its funding base, YAB will actively seek private funding and philanthropic contributions, engaging donors who are aligned with its mission. Moreover, YAB will apply for national youth-focused and PLEE-aligned grants offered by non-profit organizations committed to youth empowerment, ensuring a broad and mission-consistent financial strategy. Pierce County CoC will use a portion of its annual CoC Planning Grant to support the YAB moving forward. For items that are ineligible expenses, e.g. food at meetings, Pierce County CoC or the partner organization will use a general fund budget that can cover those costs.

We, the members of the Pierce County Youth Homelessness Demonstration Program Planning Committee are proud to approve *Fostering a Community of Belonging by Empowering and Trusting Youth (BET on YOUTH) Coordinated Community Plan to Prevent & End Youth Homelessness*. We commit to implementing this plan in Pierce County.

Ava Ka'auamo

*Ava Ka'auamo

Regional Housing Liaison
DCYF (Public Welfare Agency)

Carlos Garcia

*Carlos Garcia

Co-Chair
Continuum of Care

Cynthia Stewart

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Family Promise of Pierce County



Nathaniel Bonton
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Scott Schubert
MDC


Amber Rowe Mosley

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Rhonda Williams
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Management



Tim Fairley
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Outreach

*indicates required signatory