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Dave Morell, Vice Chair  
District No. 1

Amy Cruver  
District No. 3

Marty Campbell, Executive Pro Tempore  
District No. 5



Derek Young, Chair  
District No. 7

Hans Zeiger  
District No. 2

Ryan Mello  
District No. 4

Jani Hitchen  
District No. 6

## Special Meeting

### Pierce County Council

# MEETING AGENDA

*Note location, day, and time change*

**September 8, 2021**

**Council District No. 4**

**6:00 p.m.**

University Place City Hall Chambers  
3609 Market Place West - 3rd Floor  
University Place, WA 98466

Voice: (253) 798-7777 – FAX: (253) 798-7509 – Toll-Free: (800) 992-2456 – TTY: 711  
[www.piercecounitywa.gov/council](http://www.piercecounitywa.gov/council)

### **I. Call to Order**

### **II. Roll Call**

### **III. Pledge of Allegiance to the Flag**

*To be followed by a Moment of Silence in tribute to our men and women in the Military*

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#### **PUBLIC PARTICIPATION AT IN-DISTRICT COUNCIL MEETINGS**

Comment on Legislation: The public may address any ordinance or resolution on the agenda for final consideration through **in-person attendance**. Public comment on other items on the agenda is at the discretion of Council. Council may impose a time limit on speakers. All comments must be directed to the Chair, not members. Those who disrupt the orderly conduct of the meeting, or who fail to comply with Council rules governing public participation (PCC 1.28.050 C) will lose their time to speak and could be removed at the discretion of the Chair.

Citizens' Forum: This is the opportunity for the public to address Council on issues of significance affecting Pierce County government that are not on the day's agenda. **Comments will be accepted in person.** Comments are limited to three minutes, unless changed by Council. All comments must be directed to the Chair. Comments cannot support or oppose a campaign or ballot measure, as outlined in RCW 42.17A.555.

Audio equipment is available for the hearing impaired. Contact the 253-798-7777 for assistance.

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#### **IV. Approval of Agenda**

#### **V. Consent Agenda**

**No final action on any Ordinance will be taken under this Section.**

- a. Approval of Minutes
- b. Action on Ordinances (refer, set date of hearing)
- c. Action on Resolutions
- d. Action on Grant Applications/Awards
- e. Approval of Final Settlements and/or Appeals
- f. Other Items

#### **VI. Messages from Executive/Judges/Prosecuting Attorney**

#### **VII. Proclamations, Awards, and/or Appointments to Boards and Commissions**

#### **VIII. Ordinances**

#### **IX. Resolutions**

#### **X. Other Business/Announcements**

1. City of University Place Welcome and Highlights
  - Steve Worthington, Mayor Pro Tem – City of University Place
2. Comprehensive Plan to End Homelessness and Shelter Plan Workgroup Update
  - Gerrit Nyland, Director of Operations – Tacoma Pierce County Coalition to End Homelessness;
  - Heather Moss, Director – Pierce County Human Services Department; and
  - John Barbee, Community Services Program Manager – Pierce County Human Services Department
3. Homelessness Services Gap Study Update – ECONorthwest
  - Bill Vetter, Council Staff – Pierce County Council
4. Breaking the Cycle of Youth Homelessness
  - Kim Zacher, CEO – Comprehensive Life Resources
5. Participatory Policymaking Codesign Report on Housing
  - Sarah Walker, Director – CoLab for Community & Behavioral Health Policy (University of Washington)
6. Performance Audit Risk Assessment Report
  - Bill Vetter, Council Staff – Pierce County Council



**XI. Citizens' Forum (3 minute time limit – see page 1 of this Agenda)**

**XII. Adjournment**

**Note:** If for any reason this meeting is canceled, all Agenda items shall be continued to the next regular meeting of the Council.



# WELCOME

## Pierce County Council to University Place



# BUILDING COMMUNITY & STRONG PARTNERSHIPS







# UP CELEBRATES 25 YEARS!





# POLICE



- ▶ 25 Year Partnership
- ▶ First public safety contract for police services in Pierce County.
- ▶ UP built its image of 'safe and livable' on the backs of the outstanding work by the men and women of the Pierce County Sheriff's Office.







# DISTRICT COURT



- ▶ UP returned to District Court after 10-year absence in January 2021.
- ▶ Outstanding service in delivering justice services during pandemic.
- ▶ District Court is one-of-a-kind/one-stop assistance for residents of our community.
  - ▶ Homelessness Prevention
  - ▶ Housing Navigation
  - ▶ Therapeutic Courts





# ANIMAL CONTROL



- ▶ City has enjoyed this partnership with Pierce County Animal Control since 2013.
- ▶ UP citizens enjoy 24/7 animal control coverage plus emergency callout services.
- ▶ Consistent enforcement and follow-up on nuisance animal concerns.



# EMERGENCY MANAGEMENT



- ▶ Worked through multiple emergencies together over the last 25 years.
- ▶ PC DEM provides leadership, resources and hazard mitigation/navigation.
- ▶ PC DEM has been there for us whether pandemics, civil unrest, earthquakes, floods or anything in between.
- ▶ Hosted 2 COVID testing events and 5 mobile vaccine events.





# HOUSING/SSHAP



- ▶ City Council Vote on 9/20
- ▶ Discussion has highlighted need for increased cooperation in addressing common housing needs







# RECREATION



- ▶ Cirque Park serving the Region.
- ▶ Chambers Bay Regional Park
  - ▶ Pierce County's flagship park
  - ▶ Best of the South Sound, South Sound Magazine (2016-2021; Golf Course).
- ▶ 2015 US Open





# CHAMBERS CREEK TRAIL



- ▶ Partnership between Pierce County, Lakewood and University Place
- ▶ Opportunity to maximize access to urban wildness to over 100,000 potential users



# COMMUNITY ORGANIZATIONS



- ▶ Strong Community Organizations produce strong communities
- ▶ University Place Historical Society







# PIERCE COUNTY TV/RCC



- ▶ UPTV
  - ▶ Award winning local access
  - ▶ One of two dedicated municipal public access channels in Pierce County
- ▶ Leverage governmental strengths for community connectivity
  - ▶ Franchise negotiation support
  - ▶ Cable complaint management
  - ▶ Legislative lobbying



# SAFE ROADS MAINTENANCE



- ▶ Pavement Management
  - ▶ Pierce County provides chip sealing for University Place
  - ▶ 2021: Provided 8 miles of chip seal
- ▶ Traffic Signal System
  - ▶ 17 Signals interconnected with Pierce County assistance





# INFRASTRUCTURE CHALLENGES

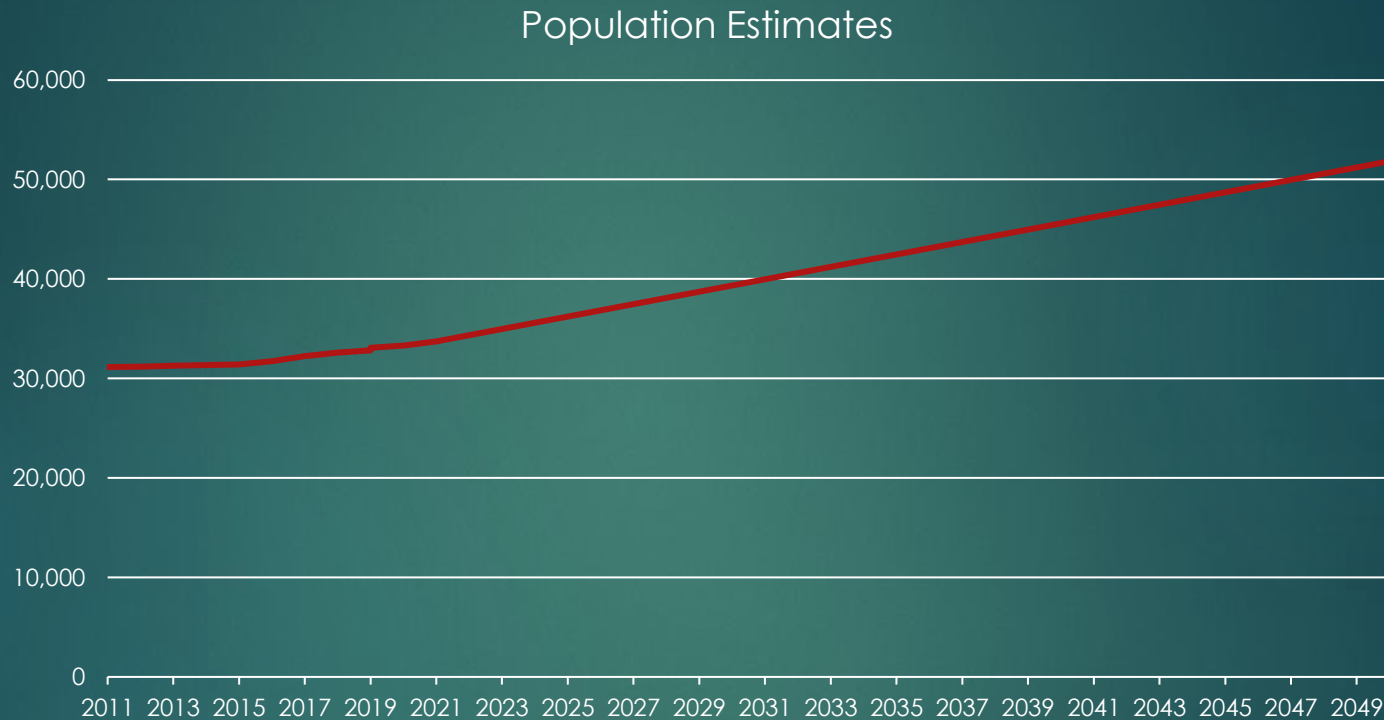


- ▶ Sewers critical to accommodating Pierce County's projected growth in environmentally responsible manner
- ▶ Septic systems are reaching the end of useful service life.





# PLANNING FOR GROWTH



2011-2021 OFM Population Estimates | Assumes VISION 2050 Estimate of 51,840



# SEWERS – PRESENT & FUTURE



- ▶ Repair costs growing and presents barriers for existing residents
- ▶ Lack of construction prevents new growth, density and businesses





# THANK YOU

## Questions?

**City of University Place**  
**Steve Worthington, Mayor Pro Tem**  
**[sworthington@cityofup.com](mailto:sworthington@cityofup.com)**



# Pierce County Human Services

## Comprehensive Plan to End Homelessness

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GERRIT NYLAND | SOCIAL SERVICES SUPERVISOR, COMMUNITY SERVICES DIVISION

DUKE PAULSON | EXECUTIVE DIRECTOR, TACOMA RESCUE MISSION



**Pierce County**  
**Human Services**

# OVERVIEW

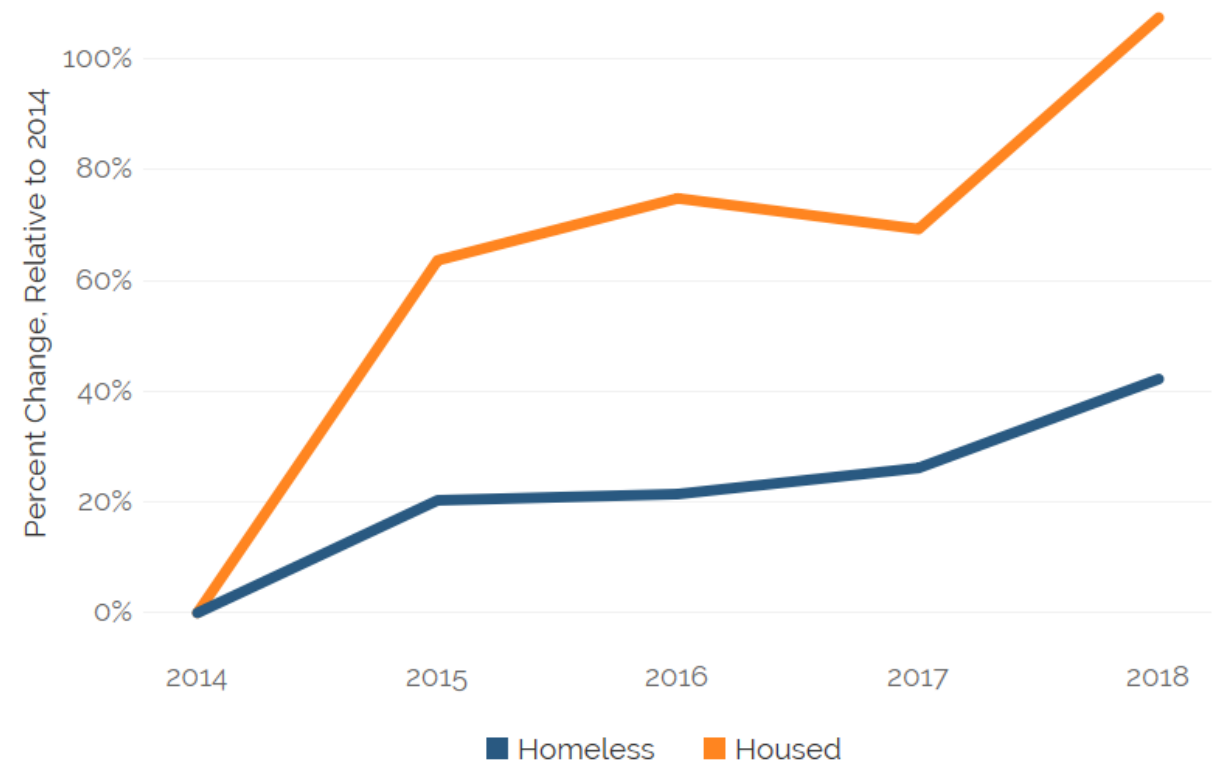
1. Why a Comprehensive Plan to End Homelessness
2. Count of People Experiencing Homelessness
3. Shelter Plan
4. Your Input



# What we do now

- Follow best practices
  - Pilot promising interventions
  - Take advantage of new funding
- House more every year

Over the past five years, the increase in persons housed by Pierce County has outpaced the increase in persons seeking homelessness services.



# Comprehensive Plan to End Homelessness

- 1) Equity Built In
- 2) Understand the scale of the need
- 3) Design a system to meet that need
- 4) Fund that system



# Counting and Estimating

- Knowing the scope of the need is important to meeting it
- Data sources all have limitations
- An estimation is necessary

# Point-in-Time

## Annual count of people experiencing homelessness





# Homeless Management Information System

Shared database we use to track interactions with people experiencing housing instability



Connecting your community.

## Pierce County Department of Community Services

User Name

Password

Login

[Forgot Password](#)

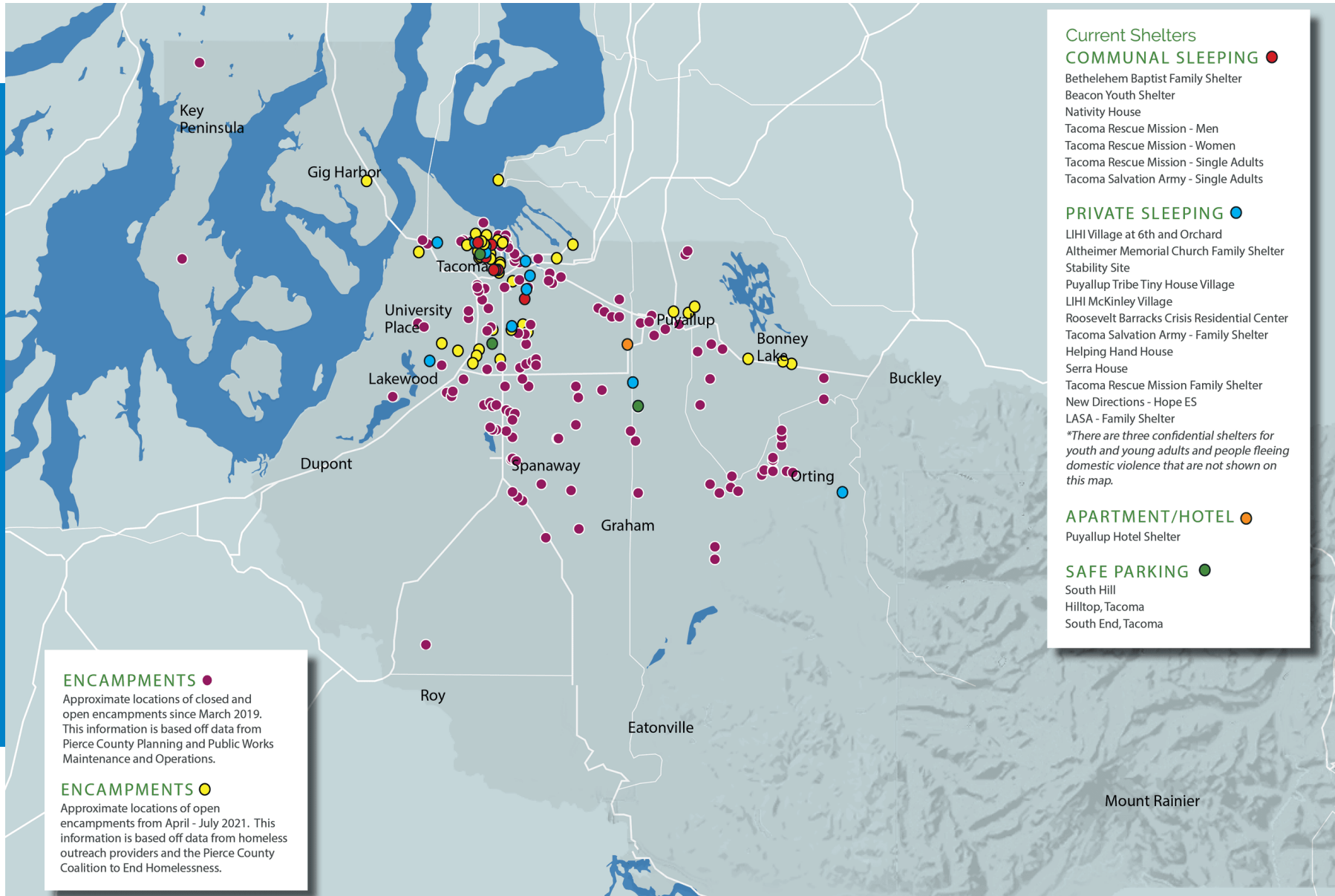
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# Unsheltered Homeless Estimate

Inputs	Clients
Estimate of Homeless	3,300
Current Year-Round Emergency Shelter Beds	1,000
<b>Remaining Need</b>	<b>2,300</b>

# Encampments





# Current Unsheltered Location Estimates



Unsheltered Locations	Percentage of 2020 PIT	Current Estimate
Abandoned Building	3%	70
Bus, train station	1%	33
Other	11%	241
Outdoor encampment	21%	477
Park	5%	122
Street or Sidewalk	26%	613
Under bridge/overpass	4%	96
Vehicle	28%	648
<b>Grand Total</b>	<b>100%</b>	<b>2,300</b>



# Shelter for All Before it Gets Cold Again





## What is Emergency Shelter

- Temporary Place to Stay
- Protected from the elements
- Meets basic needs
- Help entering Permanent Housing



# Minimum Shelter Requirements

- Security
- Hygiene
- Case Management
- Behavioral Health Services
- Food
- Clothing
- Possession Storage



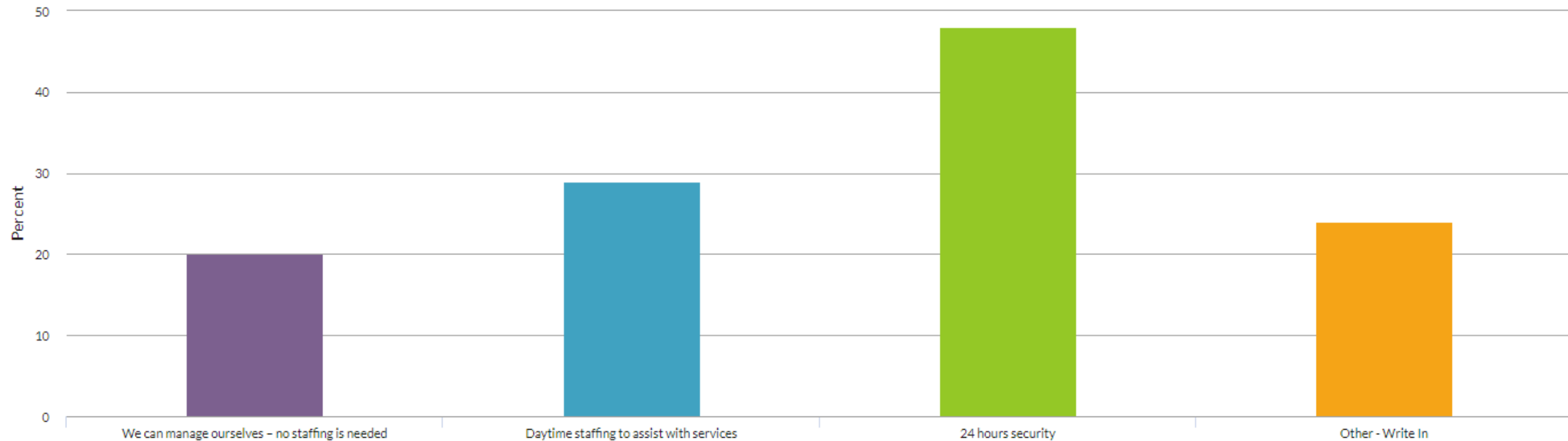
# Shelter Types

## Types of Shelters:

- Day Center
- Overnight Shelters
  - Families, Single Adults, Youth (12-17), Young Adults (18-24), Survivors of Domestic Violence, Veterans
- Tiny House Villages
- Safe Parking
- Sanctioned Encampments evolving into Tiny House Villages

# Survey of People Experiencing Unsheltered Homelessness

19. How many staff should be hired to work at emergency shelters?





# Unsheltered by Last Housed Zip Code

Locations	Last Permanent Zip Code?	Shelter Beds (n=1013)	Unsheltered (n=2,287)
Tacoma	58%	906	1432
Outside Pierce County	18%	---	---
Lakewood / Steilacoom	8%	8	327
Puyallup	6%	79	165
Parkland / Spanaway / Roy	3%		139
Bonney Lake /Sumner	3%		106
Graham	1%		46
University Place	1%		23
Fife / Milton	< 1%		17
Gig Harbor / Key Peninsula	< 1%		17
Rural East Pierce County	< 1%		15
Orting	< 1%	20	0
<b>Total</b>		<b>1013</b>	<b>2,287</b>

# Future Operational Cost Estimates

Site-program Type	Population	Avg Cost Per Unit Per Day	Number of Beds
Emergency Shelter	General	\$56	1,800
Emergency Shelter	Additional Medical and Mental Health Supports	\$128	100
Emergency Shelter	Youth (12-17 years of age)	\$112	50
Emergency Shelter	Safe Parking	\$5	350

Start up capital costs: \$15 million

Annual Operating Costs: \$36 million

# Permanent Housing is the Solution

- 1) Keep People Housed
- 2) Effective Rehousing
- 3) More Housing
- 4) Tailor the intervention to the household

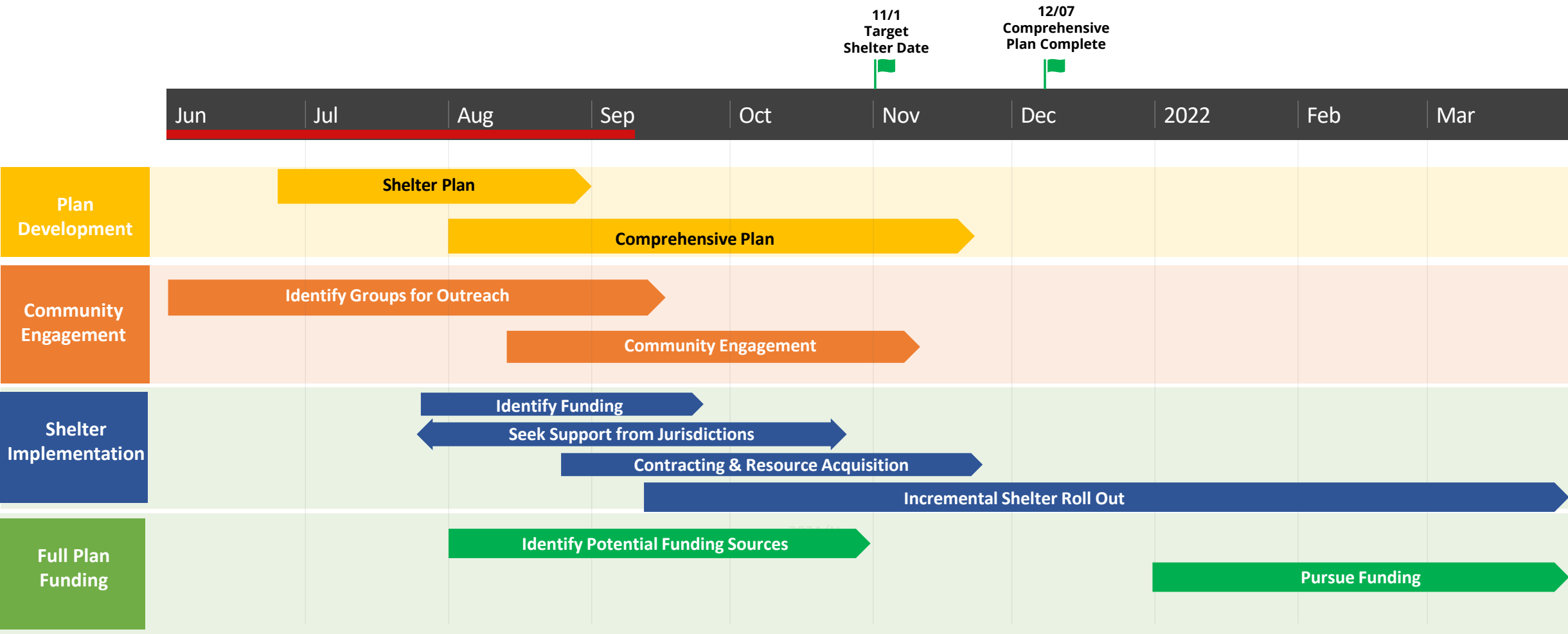




# Targeted Universalism

- Common Goal
- Different Pathways

# Timeline



# On-line Open House

<https://www.piercecountywa.gov/7405/>

## Open House for the 2021 Comprehensive Plan to End Homelessness



### Ending Homelessness in Pierce County

Two groups of dedicated service providers, community members, and people with lived experience are working to create the [2021 Comprehensive Plan to End Homelessness](#). We are actively seeking feedback from the community. Please click the button below to take the survey and tell us your thoughts about how we can end homelessness in Pierce County.

Take Our Survey

### Homelessness by the Numbers

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# Questions





# Pierce County Homeless Services Inventory and Gap Analysis

Project Status Update  
September 8, 2021

**ECONorthwest**  
ECONOMICS • FINANCE • PLANNING

# The Ad Hoc Committee Resolution

## **A Resolution of the Pierce County Council Establishing the Comprehensive Plan to End Homelessness Ad Hoc Committee to Facilitate Further Planning to End Homelessness.**

**Whereas**, the Pierce County Council adopted the Five-Year Strategic Plan to Address Homelessness through Resolution No. R2020-29 on May 12, 2020; and

**Whereas**, the Pierce County Human Services Department and partner organizations have made substantial progress toward addressing homelessness through systems improvements, consistent with the Five-Year Strategic Plan; and

**Whereas**, the Pierce County Council is committed to building immediate capacity in Pierce County's homelessness response system so that every person enduring homelessness has access to safe shelter by November 1, 2021; and

# The ECONorthwest Team

## ECONorthwest

ECONOMICS • FINANCE • PLANNING



**Dr. Andrew Dyke, Project Director**

Focus Areas: Social Policy, Education,  
Data Analysis



**Dr. Jade Aguilar, Director of  
Research Equity**

Focus Areas: Systemic Inequality, Opportunity  
Gaps, Data and Research Equity



**John Tapogna, Strategic Advisor**

Focus Areas: Social Policy, Education,  
Homelessness



**Madeline Baron, Project Manager**

Focus Areas: Homelessness, Affordable  
Housing, Housing Development

## Ed Blackburn



**Strategic Advisor**

Expertise in devising solutions to house individuals experiencing homelessness. Former CEO of Central City Concern, a nonprofit provider of housing, jobs, and healthcare for individuals experiencing homelessness in Portland.

## Key Questions Driving the Study

1. How many individuals and households are experiencing homelessness in Pierce County? Via what counting methods?
2. How much is Pierce County spending to resolve homelessness?
3. What programs and services are working most / least effectively?
4. What characterizes inflows to, and exits from, homelessness?
5. What macroeconomic influences affect homelessness, and how do these affect programming?
6. Where should Pierce County prioritize its investments?



# Project Overview

## Task 1: Shelter for All

- Evaluate the needs and costs for November 1 shelter goal

## Task 2: Comprehensive Housing Funding Sources & Uses

- Evaluate homelessness revenues and expenditures from all levels of government

## Task 3: Direct & Indirect Costs of Homelessness in Pierce County

- Evaluate indirect expenditures, economic costs of the issue

## Task 4: Assess Gaps in Existing Services

- Evaluate existing programming for opportunities to improve
- Conduct focus groups to assess efficacy of various programs

## Task 5: Recommendations Report

1. Shelter for All
  - *In progress*
2. Comprehensive Housing Funding Sources & Uses
  - *In progress*
3. Direct & Indirect Costs of Homelessness in Pierce County
  - Beginning September
4. Assess Gaps in Existing Services
  - September - November
5. Recommendations Report
  - November - December

# Project Integration into Ad Hoc Committee Work

## Shelter Work Group

- Study will offer methodological support to the Work Group's estimates of the homeless count and the estimated costs to shelter all by Nov. 1

## Steering Committee to End Homelessness

- Study will aid the Steering Committee's independent work creating the Comprehensive Plan
- Comprehensive sources & uses will provide baseline for policy recommendations
- Study recommendations can slot into the Comprehensive Plan

## Both Groups

Study will help identify costs associated with outcomes identified in the Comprehensive Plan to End Homelessness and the Shelter Plan.

## Cost Estimates

- Validation/refinement of Shelter Work Group's estimates in progress
- Local governments already spend \$2k+ per unsheltered resident through a variety of outreach and camp response activities
- Per bed operational costs of shelter alternatives—navigation centers, villages, motels—appear to be falling in line with operational costs of low-service temporary shelters (\$15k-\$20k per bed year).
- Wide range of costs observed in practice, dependent on services provided and the needs of local populations
- Unit availability is a greater constraint than costs for rental subsidy or supportive housing programming

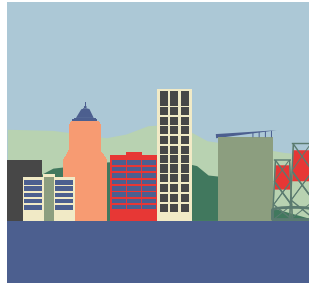


# ECONorthwest

ECONOMICS • FINANCE • PLANNING



Los Angeles



Portland



Seattle



Boise

COMPREHENSIVE LIFE RESOURCES

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Kim Zacher, CEO  
Tiffany Orth, Program Manager

# HELPING YOUNG PEOPLE EXCEL (HYPE) CENTER





# ABOUT COMPREHENSIVE LIFE RESOURCES

**Nonprofit with 370 full-time employees**

## **Youth and Young Adult Services**

- Counseling
- Pearl Youth Residence
- Foster care
- HYPE Center
- Anchor Communities Initiative
- First Episode Psychosis
- Supportive housing & supported employment

## **Adult Services**

- Counseling
- Park Place Residential Treatment Center
- Mobile Community Intervention & Response Team
- Program of Assertive Community Treatment
- Assisted Outpatient Treatment
- Homeless outreach
- Supportive housing & supported employment



A photograph of a small, vibrant green plant with several leaves growing out of a crack in a paved surface. The pavement is composed of irregular, grey stones. The plant is positioned in the center-right of the frame, and its growth is a symbol of resilience and progress.

Helping Young People Excel



# Existing Service Types in the Homeless System

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## Outreach

Mobile teams deployed to locate people and offer services & resources in the field.



## Creative Conversation

(sometimes called diversion)

First step of Coordinated Entry; open-ended, organic conversation to identify possible housing options.



## Shelter

Temporary respite housing, typically limited to 90 days.



## Transitional Housing

Temporary, site-based, non-permanent housing.



## Rapid Re-Housing

Graduated financial assistance and service supports in market-rate, permanent housing.



## Permanent Supportive Housing

Permanent housing and supports for those with a disability; can be site-based or scattered site.

# Unique Needs of Chronic Youth & Young Adults Experiencing Homelessness

Between ages 14-25, brain is still developing

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- Abstract thinking skills (inhibition, future thinking, planning and reasoning)
- Establishment of ethical and moral values
- Identity development

Life skills have not been developed

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Many have not learned essential skills like living on their own, driving a car, riding a bus, getting a job or paying bills.

The path to stability is easily derailed

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Housing instability and homelessness — and the stress that accompanies it — can disrupt and ultimately derail a young person's path to independence.

There's a narrow window for effective support

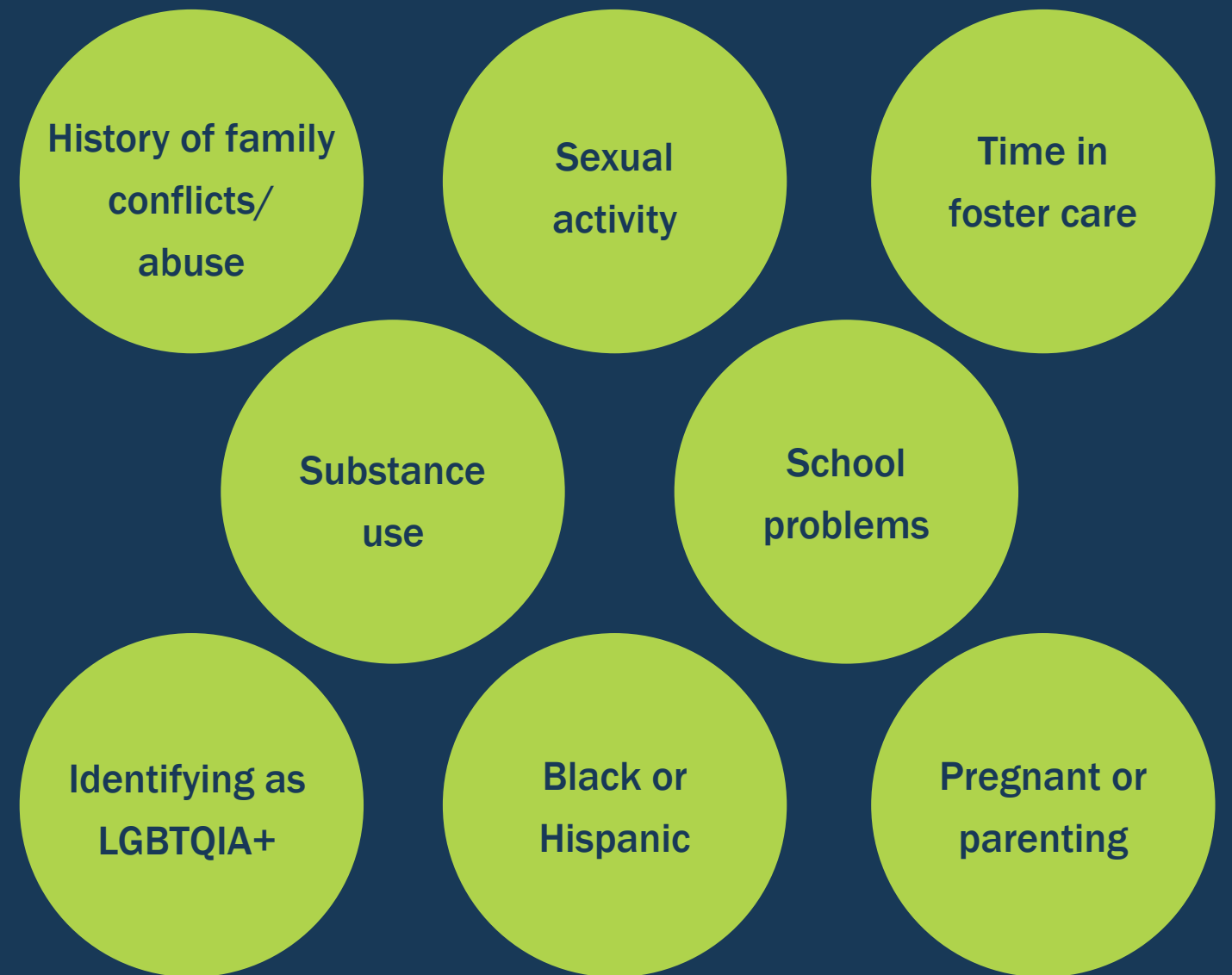
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A 2017 National Estimates study found that the longer that a young person experiences homelessness, the harder it is for them to get housed.



# Risk factors for Homelessness

- Members of the LGBTQ community are **120%** more likely to report experiencing homelessness
- Black young adults **83%** more likely to report homelessness
- Latino young adults **33%** more likely to report homelessness
- Individuals lacking a high school diploma or GED were nearly **346%** more likely to face homelessness
- **33%** of Washington youth who have spent time in foster care experience homelessness





# The Enhanced HYPE Approach





A close-up photograph of a small, vibrant green plant sprout with three leaves emerging from a cluster of dark, wet, and textured rocks. The rocks are covered in water droplets, and the background is blurred, showing more of the same rocky terrain.

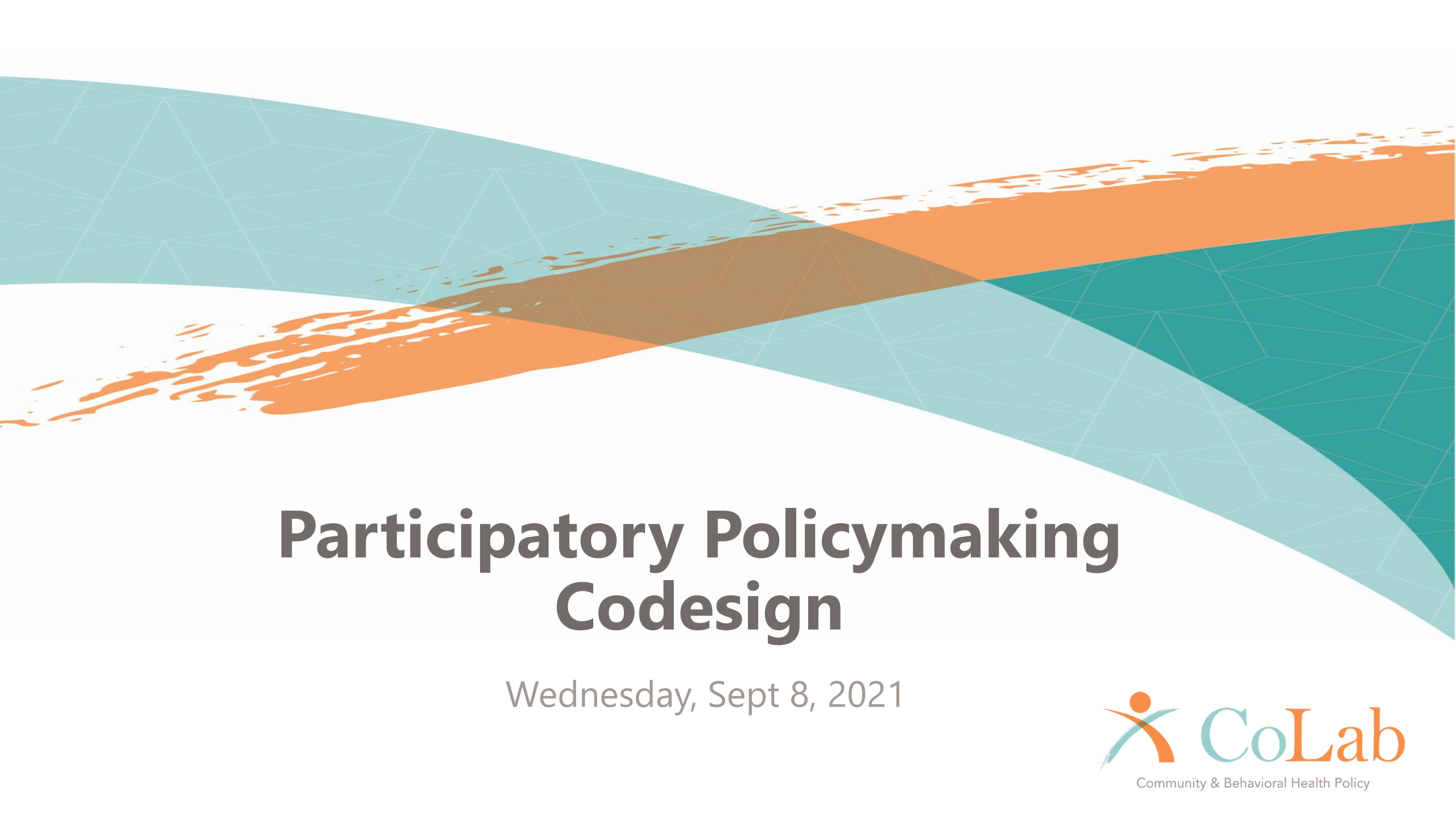
# Since June 21:

- **77 participants served**
- **11 have been housed**
- **3 got diversion relocations**
- **14 got jobs**
- **15 have obtained state-issued ID**









# Participatory Policymaking Codesign

Wednesday, Sept 8, 2021

# Members

- **Tim Reynon:** Member of the Puyallup Tribe
- **Troy Christensen:** Executive Director at the Rainbow Center, LGBTQ+ Community
- **Pamela Sacks-Lawler:** Tacoma Pierce County Black Collective
- **Ryan Mello:** Pierce County Councilmember
- **Evan Koepfler:** Office of Ryan Mello, Pierce County Council
- **Lydia Faitalia:** Community Organizer and Member of the Native Hawaiian and Pacific Islander Community
- **Luis Alonzo:** Member of Latinx Unidos of the South Sound (LUSS) and Latinx and Immigrant Communities
- **Victor Rodriguez, Stephanie Wood, Sebrena Chambers:** Tacoma-Pierce County Health Department
- **Sarah Walker, Sally Ngo:** CoLab for Community and Behavioral Health Policy



# Participatory Policy Making



**We connect decision makers and community members to solve problems.**



## Community members:

**Share ideas.**



**Vote on policy priorities.**



**Partner with decision makers to plan and act on policy priorities.**



**Policy strategies reflect community priorities, are based on evidence, and lead to action.**

## Benefits of participatory policy making to community:

- Solutions reflect what the community thinks is important.
- The community has a role in influencing decisions that shape their lives.
- Healthy and equitable outcomes for the community.



**Learn more and stay updated at [tpchd.org/healthequity](https://tpchd.org/healthequity).**

# Design Group Values



Restorative—will specifically or primarily benefit communities historically underrepresented.



Provides an opportunity to address behavioral health.



Empowers community.



Reduces stigma.

## Community & Restorative Practices

positive, culturally affirming, messages and programs in public health, public systems, and workplaces

culturally responsive healthcare

redesign punitive policies to healing policies

restorative policies (housing, community investment)

## Policies Considered

college savings account for infants/babies

development standards and inclusionary zoning

community development corporations

expand community health worker/navigators

home covenant/deed-restricted home program

tax-free payments to families with children

Housing First programs

community land trusts

cash transfers

## Policy Vessel that incorporates group values

community land  
trusts

# Community Land Trust

- Community-based organizations governed by *residents* and public representatives.
- Created in the 1960s by Black leaders in Georgia to reduce eviction of tenant farmers.
- CLTs acquire property and lease structures to ensure housing affordability.
- Encouraged to include ownership and rental, commercial and community spaces.
- Limits gentrification, displacement and houselessness.
- Builds generational wealth for individuals and families.



# Potential Policies

Use surplus land for CLTs.

Ensure percentage of funding allocated for housing organizations goes to CLTs.

Use inclusionary zoning to support community-governed CLTs.

Sales tax.

Public-private partnership.

# Pierce County Council

Performance Audit Office

## Countywide Risk Assessment



**Prepared by:** Sjoberg Evashenk Consulting

June 23, 2021

Presenter: Bill Vetter, Council Policy Analyst  
253-798-2330  
[Bill.vetter@piercecountywa.gov](mailto:Bill.vetter@piercecountywa.gov)

## PIERCE COUNTY CHARTER - Section 2.20(1)(f)

The Council shall have the power to:

- Conduct performance audits to improve the economy, efficiency, and effectiveness of county government
- Audits planned and conducted in accordance with Government Auditing Standards

A performance audit is an independent, objective study of a county department or agency to:

- Analyze whether resources are being used economically and efficiently
- Examine costs and benefits of County programs
- Identify alternatives for reducing costs and improving service



## PIERCE COUNTY COUNCIL'S PERFORMANCE AUDIT COMMITTEE

- Includes three Councilmembers, two citizens, and the County's Finance Director
- Decides what to study
- Hears and approves reports at public meetings
- Reports are posted online: [PierceCountyWa.Gov/PerformanceAudit](https://PierceCountyWa.Gov/PerformanceAudit)

Performance Audit Committee	
Councilmember Ryan Mello	Chair
Councilmember Amy Cruver	Vice-Chair
Councilmember Jani Hitchen	Member
Councilmember Hans Zeiger	Alternate
Gary Robinson, Finance Director	Member
Dick Muri	Member (Citizen)
Josh Smith	Member (Citizen)





## What is a “Risk Assessment?”

- A way to identify, measure, and prioritize potential audit areas based on the level of risk these areas pose to the County
- Risk is the potential likelihood that something will harm the County’s ability to deliver services in an effective, efficient, or economic manner and comply with laws and regulations.

### A Risk Assessment Reviews:

Prior Audits

Legal and regulatory requirements

Program goals and objectives

Agency concerns

Leadership concerns

Compliance requirements

Financial impact

Similar work in private sector



**Mission:** Create resilient communities and enhance public safety by empowering the whole community in Pierce County to prevent, mitigate, prepare for, respond to, and recover from all types of hazards, emergencies, and disasters.

**2020-21 Budget:** \$8.7 million

**FTE:** 30.00

**Core Functions:** Prepare and protect people by providing a duty officer program that monitors and maintains situational awareness 24 hours a day, operate the Emergency Operations Center (EOC) during emergencies, operate alert and warning systems, provide contract services for emergency management activities, provide emergency preparedness training, conduct regional test exercises, maintain an Urban Search and Rescue warehouse, and conduct inspections.

**Factors Contributing to Department Risk Level:** Department has a low level of funding / FTEs when compared to other departments / offices, but a high level of cash or other high-risk assets (search and rescue warehouse, communications equipment); information technology resources generally meet Department needs; Dependent on grant revenues, with sustainability dependent on a sometimes uncertain federal and state grant landscape; Department experienced a 9.3 percent budget reduction from 2018-19 funding levels, reflecting a reorganization of the department to streamline service delivery; no past or planned performance audits, though subject to routine FEMA and State Auditor audits.

## Emergency Management

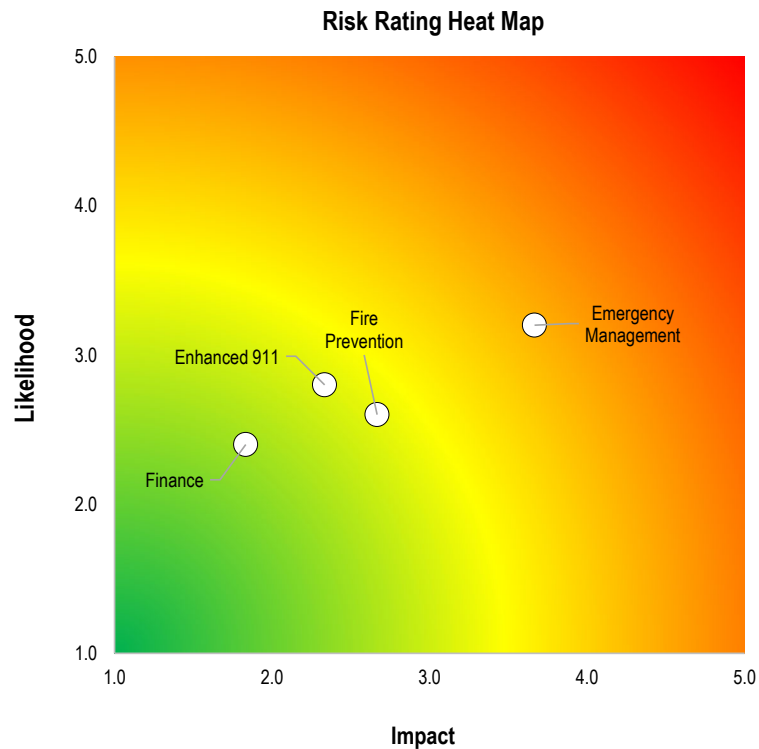
DIVISION/PROGRAM	RESPONSIBILITIES	FACTORS CONTRIBUTING TO RISK SCORE
Enhanced 911 / Radio Communications	Maintain GIS and MSAG for call routing, work with carriers to resolve all ALI issues, receive and distribute revenue from county 911 tax, and provide public education and outreach to reduce incorrect calls to 911.	<b>Budget:</b> \$0-3 million <b>FTE:</b> 1-10 <b>Inherent Risks:</b> Any potential failure of emergency communications equipment. <b>Other Notes:</b> None.
Emergency Management	Equip and operate an emergency coordination center (ECC); practice emergency planning, preparedness, and mitigation; community and regional outreach and stakeholder participation; maintain alert and warning system for emergencies and disasters; compile and develop response plans; manage search and rescue warehouse; develop and implement a training and exercise program; promote emergency management accreditation; administer homeland security (UASI and FEMA) grants; and manage 24 hour duty officer program.	<b>Budget:</b> \$0-3 million <b>FTE:</b> 1-10 <b>Inherent Risks:</b> In the event of an emergency, plans do not adequately address mitigation steps or they neglect / exclude the specific type of event; despite sound planning, being unprepared when an event occurs; the effect of both is delays in response that can be devastating. <b>Other Notes:</b> Seeking accreditation through the Emergency Management Accreditation Program.
Fire Prevention Bureau	Fire Marshal conducts fire code building inspections; investigates the origin and cause of all fires in the unincorporated county and contract cities.	<b>Budget:</b> \$4-10 million <b>FTE:</b> 11-20 <b>Inherent Risks:</b> Failure to inspect buildings in a timely manner or to identify fire hazards during inspection. <b>Other Notes:</b> None.
Finance	Fiscal management, accounting services, and general administrative support, budget preparation, grant management, financial reporting/monitoring, accounts payable & receivable, purchasing, payroll.	<b>Budget:</b> \$0-3 million <b>FTE:</b> 11-20 <b>Inherent Risks:</b> Failure to appropriately record, track, and monitor grant funds, resulting in the loss of potential revenues. <b>Other Notes:</b> Subject to routine FEMA and State Auditor audits.



**Primary Program Areas:**

Enhanced 911 / Communications  
Emergency Management  
Fire Prevention  
Finance

## Emergency Management



**Potential Audit Topic(s)**

Each of the Department's key functions—Enhanced 911, Emergency Management, Fire Prevention, and Finance—are clustered as moderate-risk. While they have a lower level of funding / FTEs when compared to other departments / offices, the nature of their work warrants at moderate risk rating and, given the work performed by the Department during the pandemic, possibly a high-risk rating. Potential audit objectives include:

- (1) Evaluating the Department's Disaster Preparedness Plans and conducting a response assessment in the aftermath of the pandemic to assess lessons learned.
- (2) Determining whether the Fire Prevention unit meets plan review and inspection timeliness standards (e.g., inspection cycles, review turnaround times, etc.).
- (3) Evaluating the Finance unit's processes for recording, tracking, and monitoring grant funds and reporting to ensure full compliance and recovery.



Based on this risk assessment, the following 11 studies were proposed for Council:

1. Countywide records management policies and practices.
2. Medical Examiner's Office.
3. Risk Management, particularly risk transfer and retention practices, insurance programs, and claims administration processes of the Risk Management Division.
4. County performance measurement practices (Finance & countywide).
5. Investment and cash management practices of Finance's Investments Division.
6. Human Services' use of information system resources and analytics to enhance service delivery.
7. The Office of the Sheriff's progress in achieving accreditation.
8. Franchise agreements administered countywide.
9. Interlocal Agreements administered countywide.
10. Evaluation of sustainability concerns related to two Planning & Public Works programs (County Roads and Solid Waste).







## Two Content Layout with Table

Class	Group A	Group B
Class 1	82	95
Class 2	76	88
Class 3	84	90

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- ❑ Second bullet point here
- ❑ Third bullet point here