2021

Pierce County Comprehensive Plan to End Homelessness

DRAFT

Comprehensive Plan to Address Homelessness
STEERING COMMITTEE
May 28, 2021

Representing	Name, Agency
Provider (Shelter)	Faatima Lawrence, Catholic Community Services
Provider (Services	Sherri Jensen, Valeo
Provider (CE)	Courtney Chandler, Associated Ministries
CoC Representative	LaMont Green, Technical Assistance Collaborative
Coalition Rep.	Maureen Howard, Coalition
Faith Community	Rich Berghammer *and Member of Coalition*
Business Community	Greg Helle, Developer, Absher Construction
Philanthropy	Erika Tucci, Cheney Foundation
Tribal Representative	*Pending*
Affordable Housing	Michael Mirra, Tacoma Housing Authority
Pierce County	John Barbee, Pierce County Human Services
County Executive	Steve O'Ban, Pierce County Exec's Office
City of Puyallup	Ned Witting, Puyallup City Council
City of Tacoma	Allyson Griffith, City of Tacoma
City of Lakewood	Tiffany Speir, City of Lakewood
Citizen (GH/KPN)	Gina Cabiddu
Citizen (East Pierce)	Fred Palmiero
Lived Expert	Mingo Morales

BACKGROUND

An Ad Hoc Committee was created by the Pierce County Council per County Council Resolution 2021-30. The intent of the resolution was three-fold:

1. Establish an Ad Hoc Committee to write an Action Plan (due to the Council by April 24, 2021).
2. Direct Pierce County Human Services to use the Action Plan as a guide for writing a Comprehensive Plan to End Homelessness (due to the Council by September 24, 2021).
3. Develop and implement an aligned plan to provide adequate shelter for all unhoused individuals (target completion date of November 1, 2021).

The committee included the following individuals, identified by their organizations as specified in the council resolution:

- Heather Moss, Director, Pierce County Human Services
- John Barbee, Community Services Manager, Pierce County Human Services
- Jeff Rodgers, Homeless Programs Supervisor, Pierce County Human Services
- James Pogue, Continuum of Care Committee representative
- Dr. Lamont Green, Continuum of Care Committee representative
- Gerrit Nyland, Tacoma-Pierce County Coalition to End Homelessness representative
- Courtney Chandler, Tacoma-Pierce County Coalition to End Homelessness representative
- Klarissa Monteros, Senior Policy Analyst, City of Tacoma
- Tiffany Speir, Long Range Strategic Planning Manager, City of Lakewood
- Kirstin Hoffman, Emergency Manager, City of Puyallup

The Ad Hoc Committee met four times in the month of April 2021 to develop the action plan.

RECOMMENDED COMPREHENSIVE PLAN TO END HOMELESSNESS (CPEH) OVERARCHING GOALS, DEFINITIONS AND GUIDING PRINCIPLES

Goals

The Ad Hoc Committee identified the following goals for the Comprehensive Plan to achieve:

1. Prioritize capital and operating funds so that as additional resources are acquired the next project for that funding is clear.
2. Identify what additional resources our community needs and where to advocate and lobby for them.
3. Make sure our goals are Specific, Measurable, Achievable, Relevant, and Timely (SMART).
4. Focus on long-term, high-level policy goals that regional elected officials and staff can support, and that local plans can feed into and/or support.
5. Focus not just on what has historically been possible, but develop a plan that meets actual need; be innovative, yet practical.
6. Use the Built for Zero methodology to achieve "functional zero:" acceptable shelter and an appropriate permanent housing intervention immediately available.
7. Develop more than just a plan; focus on specific steps for action and implementation.

Definitions

In its discussions regarding definitions, the Ad Hoc Committee focused on the following:

- Define a process for how we come to shared key definitions that all entities and jurisdictions can adopt and use.
- Clarify how to balance ideal versus realistic plan (what do we have actual capacity to do, and how far should we stretch?).

- Define these terms/phrases:
  - What does "warm/safe" shelter include (and not include)?
  - How does individual autonomy and choice factor in?
  - How does Targeted Universalism define our approach?
  - What is the common definition of being "homeless" we should collectively use?

Principles
The Ad Hoc Committee identified these principles to guide development of the Comprehensive Plan:
1. Focus on diversity, racial equity, and inclusion.
2. Build plans based on the concept of "targeted universalism" and the 5 steps framework; develop a common goal to address all homeless, with programs designed to meet the unique needs for specific populations (eg., Veterans, families, youth, DV, etc.).
3. Include experts who've lived unsheltered and other marginalized populations in the planning/ design process.
4. Start with a value statement about overall intent of plan (such as "Ensure a place where all people belong").
5. Shelter plan should ensure immediate access to shelter for all populations, and should include a wide variety of shelter types so that shelter is accessible to all.
6. Create a regional approach that locates shelters and programs near prior permanent residences and support structures; downtown Tacoma cannot continue to be the only answer.
7. Utilize best practices, published research, and local research and analysis such as past reports and surveys.
8. Ensure the racial composition of the Steering Committee reflects the diversity of the population served.

CPEH Continuum of Housing Needs
County staff proposed to the Ad Hoc committee the "comprehensive" part of the plan be defined to include responses/services along the following continuum:
- Prevention/Diversion (including Education)
- Crisis Response
- Shelter
- Supportive Housing
- Affordable Housing
- Homeownership

RESOURCES NEEDED

Data
In order to inform the Comprehensive Planning process, the Ad Hoc Committee briefly reviewed homeless data available from the County from both the annual Point in Time Count (PIT) and the Homeless Management Information System (HMIS). The Committee made the following observations:

Regarding the Point in Time Counts for 2020 and 2021
- The PIT is generally known to be an undercount.
- 2021 Point in Time Count did NOT include a count of unsheltered population due to COVID-caused constraints on recruiting volunteers and ensuring public safety.
- According to PCHS staff, HUD requires an interpolation methodology to estimate race and ethnicity data across whole distribution based on those who answered PIT survey (there are no "NA" or "unknown").

Regarding HMIS
- According to PCHS staff, there are large differences in data quality across providers, leading to overall data quality inconsistencies.
- The Committee specifically encourages those involved in the comprehensive planning process to "look at HMIS data with a critical eye," given variability in data quality.
- As the data collection tool for Street Outreach, it's important to note that not every service provider has access to or uses HMIS; we need to broaden use of HMIS across system or recognize there are other access points to homeless services.

The Ad Hoc Committee suggested the Comprehensive Plan include the following data considerations:
- Focus on racial/ethnic demographics, geographic distribution, gender identity, program success in housing permanency, etc.
- Use data to highlight various pathways and their inflow/outflow rates.
- Add qualitative data to highlight the realities of those experiencing in homelessness that are not found/explained in quantitative data.
- Consider indicators (why people become homeless) to understand need and to focus on prevention efforts.
- Existing system mapping and modeling.
- Include additional data sources with homeless data, such as McKinney-Vento information tracked by school districts, as well as prison, jail, health care and other data systems that interact with people experiencing homelessness.

SCOPE

The Ad Hoc Committee discussed the ideal scope of the Comprehensive Plan and determined the following considerations be made:
- Determine how broad we want the comprehensive plan to be; it should include prevention, for example.
- Encourage collaboration across private, for-profit, non-profit, and governmental systems and institutions.
- Recognize we have a unique chance here – don't make this too narrow (Council requested "comprehensive" plan!).
- Systems do not work in isolation – we need to recognize and plan for how so many systems are interconnected.
- Be comprehensive – many plans target specific jurisdictions, populations, and specific funding sources; they should all feed into this larger comprehensive plan.
- Consider primary focus on building the homeless system, with connections to other systems that intersect with the homeless system.
- To correctly size the homeless system, use data from the Coordinated Entry System, the Homeless Management Information System, the Point in Time County, and other information systems to research and document the flow into homelessness, the backlog of current people experiencing homelessness, and the outflow to permanent housing.
- Utilize all possible exit strategies and interventions to end homelessness and create connections to other systems as needed.
- Consider cash assistance as a viable response/solution.
- Understand and improve connections between shelters and coordinated entry.

PUBLIC ENGAGEMENT GOALS AND PROCESS

The Ad Hoc Committee had a brief conversation about public engagement goals and processes at their third meeting, and members offered the following input:

- Be sure to include as much public engagement as possible within the time constraints; public dialogue and input should encompass the bulk of time in the comprehensive planning process.
- Each of the two main working groups should identify the overarching goal (i.e.. end street homelessness in Pierce County by Nov. 1st and end homelessness in Pierce County) then take those goals out to public for input on how to achieve them for various targeted sub-populations (adopt a targeted universalism approach).
- Go to where the public is, such as requesting attendance and space at already-established meetings, community events, farmer's markets and similar events.
- Consider focus groups, street surveys.
- Go to experts with lived experience – the plan should be developed by those who use, benefit from, and interact with the system. Outreach needs to be trauma informed and connect with a wide variety of people experiencing homelessness, not just those engaging with shelters and outreach teams.
- Hire/assign someone on the team to be specifically focused on communications and engagement.
- Be sure to include system mapping and modeling to assess shortcomings and gaps; where are the problems/bottlenecks?
- Develop a layer of accountability for the comprehensive planning team (both the steering committee and the work groups).
- Build on what works well in our region; elevate and build on best practices.
- Ensure diversity is represented on the various teams/committees involved in this effort.
- Consider how to do effective political outreach: include efforts to connect with the Growth Management Committee, Pierce County Cities and Towns, the Puget Sound Regional Council, and other conveners of elected officials and local leaders.

When discussing who should lead this work and oversee the larger comprehensive planning process, the Ad Hoc Committee recommends a steering committee. Many of the members of the Committee expressed interest in being part of the steering committee, and offered the following additional suggestions:

- Consider a workable size for the steering committee – large enough to be representative, but small enough to encourage meaningful engagement and input.
- Develop a feedback loop for the larger population of interested parties so they can stay apprised with what's happening and to amplify the work.
- Broaden the steering committee to include additional representation from the provider community, and from constituents representing East Pierce and unincorporated Pierce County.
- Be clear about who/what the steering committee members represent – themselves and/or their organizations?
- Include the Continuum of Care Committee (COC) and the Tacoma Pierce County Coalition to End Homelessness in a meaningful way.
- Include and compensate experts with lived experience of being homeless.

CPEH Table of Contents

Plan Purpose:
- Set Pierce County residents on an achievable path to universal housing security by 2026.
- Create a high performing safety net to prevent homelessness, shelter people experiencing homelessness, and assist in exiting homelessness.

Targeted Universalism:
- Common goal for all Pierce County residents – permanent housing
- Unique pathways targeted at populations with unique needs.
    - Demographics
    - Geography
    - Equity

Accountability and Responsiveness:

- Plan is able to show success across each different group.
- Ensure regular feedback opportunities from data sources and qualitative engagement inform program design.
- Benchmarking targets
- Roles and Responsibilities
- Performance Measures

Intervention Type Recommendations:

- Rapid Rehousing
- Diversion
- Coordinated Entry
- Permanent Supportive Housing
- CTI
- Outreach
- Shelter
- Landlord Liaison Program
- Housing Vouchers
- Housing

Homelessness Prevention:

- Guiding Principles
- How to Prioritize Resources
- Potential Interventions
- Connections to Rest of CPEH
- Connections to other Programs/Systems

System Connections:

- Around prevention
- Other connections
- Workforce Development
- Affordable Housing Action Strategy
- Don't replicate other system – but make connections to those systems

Providers
-

Data/Scope of Need:

- Quantitative data
- Qualitative information
- Population breakdowns
- Data that correctly informs the system

Funding Source Identification and allocation:

- Federal
- State

- County
- Municipalities
- Philanthropic

- Partnerships
- Reallocations

Prioritization of Implementation:

- Interventions first?
- Geographies first?
- Special populations first?

- Temporary solutions – designed by people who are unsheltered

Barriers to Housing:
- Identification
- Solutions

Pierce County's Plan to End Homelessness, to be "comprehensive", will provide the full continuum of services that such a plan will require. This means it will have the many elements necessary to address the different aspects of the need, including the following:[1]

- **Coordination** among all levels of government and providers in Pierce County to coordinate among the different elements of the plan, to better ensure programs reflect effective practices, and to collect data for program adjustment, evaluation, and accountability.
- **Prevention services** that accurately identify households that, without intervention, will become homeless and that offer them effective services or resources to keep them housed;
- **Outreach teams** to actively engage with homeless persons, especially those who are chronically unsheltered and who are resistant to services. The teams must have the following services to offer;
- **Drop-in and service centers** to offer daytime respite space, storage facilities, and introduction to services and the building of relationships with outreach workers;
- **Safe shelter options** ranging from those with less structure and fewer services (*e.g*, safe parking spots, authorized camping spots, overnight shelter, congregate shelters) to shelter with more structure and more services (*E.g*, tiny house villages, shelters offering private rooms, shelters that do not require people to wait until evening to enter or to leave in the morning, with robust services, especially services to help a transition to housing).
- **Housing programs** to provide permanent housing or to help people find permanent housing, (*E.g*., Rapid Re-Housing, rental assistance, permanent supportive housing).

The immediate implementation of the plan will likely require more time and more resources than what will be available. This means that Pierce County will need to prioritize its efforts. To do this, the County should use the following principles. Some of them may clash. The County should seek a reasonable balance.

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[1] *See* Gibbs, Bainbridge, Rosenblatt and Mammo, *How Ten Global Cities Take on Homelessness: Innovations That Work, page 22 – 23 (University of California Press 2021)*

1.   SHELTER UNSHELTERED PEOPLE FIRST
The County should first serve unsheltered people, for three reasons. These reasons correspond with the three main public impulses that the County needs to enlist to support the plan:

1.1.   Concern for Persons Living on the Street, in Cars, or in Parks or Woods:
Living outside is dangerous to persons who must do it. It impairs their health. It limits their prospects. It is degrading. The County's efforts should prioritize serving them. This priority would value the lives at stake. It would recognize the health and public health risks of unaddressed and unsheltered homelessness.

1.2.   Street Homelessness is Expensive and Damaging to Other Civic Systems and Values
Street homelessness makes other civic systems more expensive. *E.g.* police, courts and jails, mental health services, hospital emergency room care, inpatient hospital care. Solving street homelessness will save money in these other systems.

Street homelessness also shows most clearly the inequitable disparities present among the population experiencing homelessness: disproportionate representation among the street population of BIPOC, disabled seniors, and LGBTQ youth. In this way, solving street homelessness will advance the County's equity goals. .

Solving street homelessness will also allow the County to address the inequitable geographic distribution that burdens some communities more than others.

1.3.   Solving Street Homelessness Will Elicit Support from a Public That Wants its Public Spaces Back for Public Use
Street homelessness is a serious imposition on the public use and enjoyment of important public spaces, such as sidewalks, parks, and store fronts. Restoring the public use of these spaces will help elicit the public support this plan will require. For the same reason, the plan should do this quickly to give the effort an "early win".

2.   ESTABLISH THE COUNTY's NECESSARY COORDINATION ROLE
An effective "comprehensive" plan requires coordination among its parts, providers, and funders. This coordination will provide the six features necessary for an effective county-wide response to homelessness: "effective leadership, a shared vision, a plan, a governing structure, application of data, and a structure for ongoing effectiveness."[2] The County is best situated to do this. Establishing this coordination should be a priority.

Coordination is important to ensure at least the following:

2.1.   Cost Effective Performance and Accountability
The County should imbed into the funding and implementation of each element an expectation and enforcement of best practices, accountability, and cost effectiveness. The County will need the necessary expertise for this.

2.2.   Data
The plan will require the periodic collection, analysis, and publication of robust data, including:

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[2] *Id.* at 123.

- the extent and nature of the County's homelessness. *E.g,* how many persons, location, family composition, race, gender, age, service needs, and the goals of the persons experiencing homelessness;

- data showing how to judge a person's risk of homelessness;
- the effectiveness or lack of effectiveness of each part of the plan;
- the relative cost effectiveness of each part of the plan

2.3.   Coordination Among Plan Elements and Partners
The Comprehensive Plan needs coordination among its elements and partners of at least two types, especially for prioritization purposes.

- *Coordination of Investment and Operation Among Elements of the Plan*:
The plan will need coordination among its necessary elements. These elements constitute a related continuum*.* Each part relies on the other parts. For example, sheltering persons living on the street require outreach workers to elicit their interest in receiving services and then to direct them to shelter and services. For outreach workers to do that, they need a ready supply of appropriate services and shelter to offer. Without this coordination an unavailable part of the continuum will become a log jam for other parts.

    To avoid this logjam the County should coordinate its investment in each part of the continuum, so the related parts grow together in related paces.

- Consultation and *Coordination Among the Partners*
The plan will need adequate consultation and coordination among the many partners whose cheerful cooperation will be necessary, *E.g*,

    - persons experiencing homelessness;
    - the cities and towns of Pierce County;
    - police and emergency services;
    - private and nonprofit service providers;
    - private, nonprofit and public housing organizations;
    - business community;
    - faith organizations;
    - advocacy and grass roots groups;
    - volunteers;
    - public support.

2.4.   Shared Vision, Accountability, and Transparency
The plan will need adequate agreement among the partners of the following elements of the plan:

- a vision for the plan;

- standards of performance and accountability.

The County can marshal this measure of cooperation with a close attention to transparency and communication, especially communication with the public.

3.   FLEXIBILITY

The County's priorities should remain flexible for at least two reasons. First, the extent or nature of the county's homelessness will change. The present COVID pandemic is an example. It required significant changes in operations to control the contagion. The County's response will need the ability to adapt. Second, luck or contingency will determine what is or is not possible to do. For example, parts of the plan will require the purchase or use of land, hotels or housing. Real estate opportunities are hard to predict. The County should be ready to grab them when they arise even if doing so might be out of priority order.

Permanent Housing Intervention

Interventions
- Rapid Rehousing
- Permanent Supportive Housing
- Transitional Housing
- Shared Housing

Questions the Subcommittee needs to answer:
- Is our permanent housing system good as it is, and does it do enough? Is it working like it should?
- Is the system too concentrated in one geographic area and needs to be expanded?
- Are we serving enough of the different populations we are targeting?
- How do Funding restrictions come into play? Do we need to change how we get funding?
- Does the low inventory housing market prevent permanent housing interventions that rely on market raise housing from being successful? If so, is it wise to increase funding for those interventions?
- Should permanent housing program case managers when first working with a client do a housing assessment to identify barriers – like bad credit?

Data Needed
- Data from City of Tacoma and County staff on funding sources
- Definitions of various things
- Housing Program availability in different geographic areas in the County
- What housing stock is available in different geographic areas?
    - how many units exist
    - how many are available
    - unmet need
- Funding and performance data for Landlord Liaison Project, Permanent Supportive Housing, and Rapid Rehousing
- Data and recommendations on additional capacity needed for Landlord Liaison Project, Permanent Supportive Housing, and Rapid Rehousing
- Additional Shared housing need

The Built for Zero Philosophy
When people become homeless, they receive:
- an offer of shelter
- an offer of a permanent housing intervention

10/8/21 Maureen Howard Questions & Issues
Assumptions:

1. Everyone should have safe and appropriate permanent housing.

2. There should be a variety of permanent housing models available and supported.

3. Permanent housing should be easily and quickly available to anyone at risk for or experiencing homelessness.

4. Everyone should have whatever supports are required to maximize their access to and remain in safe and affordable permanent housing.

5. The range of permanent housing models and their sustainability must be placed within actual Housing Market conditions at any given time.

6. All available and potential funding streams should be made available to acquire, develop, and support permanent housing models and the services required for people to enter and remain in permanent housing.

1. **Research Request: People needing Permanent Housing Interventions**

- People literally homeless who meet the HUD definition
- People in an unstable housing situation; such as couch surfing, who do not have a lease. This would include McKinney-Vento households.
- People who have a lease but are at risk for losing their housing because the housing has become uninhabitable, unsafe, unaffordable, or their household composition has changed.
- People who own their housing but are at risk for losing it, especially mobile homes, because the housing has become uninhabitable, unsafe, or unaffordable.

How many people are in each category in Pierce County? How many housing units are required to permanently house each group?   What more do we need to know about the people in each category? Where can we get additional information about them? Numbers, household size and composition, location, race/ethnicity, age

2. **Research Request: What are the traditional Permanent Housing Interventions in use within the Homelessness Response System? How well do they work?   Do people remain at least a year? How quickly do people move into permanent housing from each category in #1? Are there policies that should be implemented? Such as: Rapid Rehousing programs all have the same length and amount of subsidy. All housing vouchers are used without requiring an extension: No Housing vouchers are returned to HUD/VA.   Do we even have an accurate list of all Permanent Supportive Housing units?**

Housing Vouchers
Landlord Liaison Program
Permanent Supportive Housing
Rapid Rehousing
Rental Assistance
Supportive Housing

3. Research Request - What is Required for People in each above category to successfully complete a Permanent Housing Intervention?

What is required from individuals for a Permanent Housing Intervention to begin?
> Current ID
> Ability to pass housing unit background check
> Income
> Proof of special status: veteran, age, disability, entered into Coordinated Entry
> Money to cover move-in costs
> Other?

What services are required for a Permanent Housing Intervention to work?
One single point of contact case manager - like a primary care provider - from initial contact with the Homelessness & Housing System to as long as necessary to maintain stability in housing

How do we accommodate special situations: Trueblood, Foundational Community Supports, Veterans, Dept of Corrections, Tacoma Housing Authority Tacoma School District program, others?

What is required of a Housing Market like Tacoma-Pierce County to provide enough units to make Permanent Housing Interventions work?
> How do we educate landlords about their responsibilities and tenant rights?
> How do we prepare people to be responsible tenants?
> How do we support tenants through difficult housing situations?
> Should we/how can we incentivize landlords?

3. Research Request: What are some Permanent Housing Interventions that could be added or have been added to the existing options? What would it take to add them? Cost of acquisition/rehab, development, staffing, for whom would they be appropriate? How many do we need now? How many/month going forward? Who is responsible to evaluate success? Maintain the data? Will the PC and City of Tacoma HOME ARPA money be used for any of these?
Note: many of these should be in the PC Affordable Housing Strategy.

> Acquisition of "Mom & Pop" units
> ADUs and DADUs
> ARPA Emergency Housing Vouchers
> Co-Housing
> Community Land trusts
> Conversion of commercial property to housing
> Co-ops
> Hotel/motel conversions to permanent housing
> Master leasing
> Micro units - designed for people of means but used by people experiencing homelessness - ie kitchen, bathroom, heat/cooling, privacy
> Manufactured Housing/Mobile Home Parks
> Planned communities - like Austin, TX Community First Village
> Preservation of all currently subsidized housing units
> Preservation of all units in census tracts at/below 60% AMI
> Public portal for Housing Assistance - one stop shop to get to help without going through the Coordinated Entry system

Rental Assistance paid forward with a signed lease
Right of first refusal on any property with any public money or support
Right of first refusal on any property currently renting below Fair Market Rent
RV Parks
Shared Housing
SROs
Voucher-equivalents with one year minimum subsidy - expand Rapid Rehousing?

5. Research Request: What Funding Options Do We Currently Use for Permanent Housing Interventions? What Funding Options Could We Use for Current or Additional Permanent Housing Options?

6. Research Request: What are other jurisdictions in similar Housing Markets and the size of Pierce County doing about Permanent Housing Interventions?

7. Research Request: What are the best tools available to predict need for rental assistance? Do we have them? Do we use them in planning and allocation of resources?

8. Research Request: What are the three most important things we've learned from the Emergency Rental Assistance Programs (CARES, ARPA, State) - for Pierce County HS, from/about rental assistance contracted providers, from/about landlords, from/about people needing rental assistance below 30% AMI, 30-50% AMI, 50-80% AMI?

9. Research Request: What opportunities are available to us from all ARPA sources and all State of Washington sources and what do we need to take advantage of them? Do we have a Permanent Housing Pipeline that meets the needs of the people described in Research Request 1 and have local commitments that make them competitive projects?

Homelessness Prevention

Guiding Principles
- Use an equity Lens
- Needs of People without documentation should be met
- Work to strengthen the natural support systems people already have
- Role of government is to be a part of the solution
- Ensure other supports like food are met so household funds are available for rent
- Preserve funds for people who really need them
- Use Data to inform on need
- Easy to navigate system
  - people who need help don't know about the system - needs to be easy to learn about
  - people are humiliated and exhausted by the system - needs to be very responsive and respectful
  - Many people don't trust the system - system needs to be accessible to them
  - Many struggle to navigate the system - system needs to be usable by them
  - Help keep people housed or move from unsustainable housing to a better housed situation

How to Prioritize Homeless Prevention Resources
- Target those most at risk of losing housing?
  - How to determine at risk of losing housing?
    - based on income
    - Have high potential for unexpected cost that could lead to not paying rent
    - Geographic - neighborhoods most at risk
    - Target people that we anticipate will have trouble getting rehoused.

Potential Homeless Prevention Program Interventions
- Job training and education
- One-time financial assistance
- Ongoing financial support
- Case Management Support - wrap around services
  - Short term case management
  - Long term case management
- Tenant Protections
  - Right to Council in place when eviction is happening
  - Supports for people with bad landlords - need funding
  - Landlord Education Courses
  - Landlord/Tenant Liaison groups - like City of Tacoma - group hashing through strategies.
- Need landlords in as an equal partner
- Best Practices to enhance Prevention
  - Need tenant group
  - Tenants need to know their rights.
  - Washington Fair Housing Center - Rental Resolution Program
- Remove upstream systems that cause homelessness
- Shared Housing
- Expand Diversion to serve people at risk of homelessness

- Equity and Inequity - systems issues that have created our homeless crisis stem from inequities - drivers that exacerbating it drive from inequities. Solving the unhoused crisis comes down to inequities.

Connections to Other Comprehensive Plan Areas
- Funding Sources Subcommittee - what current and future funding can be used for homeless prevention?
- Prioritization - what programs to support first
- Gig Harbor Key Peninsula Homeless Coalition - focused on prevention.

Connections to Other Programs/Systems
- Foster Care
- Behavioral health
- Criminal Justice
- Education
- Other?

Sept 15 Mtg Notes – summarize, redraft relevant principles/ etc. as part of CPEH

Group Discussion
· Courtney - this is a comprehensive Plan - we don't want to just have an effective homeless system. We must go upstream and look at prevention, and home ownership - the full span of the system.

· Laurie - Need to work with foster care system to ensure people don't exit that system to homelessness. How do we ensure we work with behavioral health to ensure they are getting the services they need? Work with juvenile justice. Prevent people exiting institutions from entering homelessness. Also rent assistance, but it is more.

Courtney - need to make sure vulnerable populations aren't exited into homelessness - that workers in other facilities know the options. I personally exited treatment to homelessness - to stay clean from that is really hard. Through all of detox, treatment, methadone clinics - never heard about coordinated entry. Need to work in tandem with all these systems to ensure gaps are filled.

· Laurie - my response to Maureen. What we know about legal assistance - 5160 gave the right to counsel in an eviction - we've doubled the size of our staff - it is great. My fear is that everyone will assume legal assistance is all funded and we'll help people not lose housing. The fact of legal assistance since the 90's - when funding was stripped away - never really came back. Lack of legal assistance impacts people in poverty as well. Legal system designed to prevent people in poverty from having a voice. It is good to have representation at the eviction hearing, it is good to have just cause - but need to backfill that need for help navigating that - need hands on legal aid in the community. We are all used to this - how the legal system works. But we need to get used the idea that we can change this. Regarding Domestic Violence - want an attorney in the courthouse that can guide someone through

· Laurie - getting people rehoused - need to change many things - legal assistance to take care of financial obligations.
· Courtney - I wanted to add that there are already agencies and organizations that do work in these areas that I'm talking about - we don't need to recreate the wheel - but we need to work with these organizations.

· Laurie - need help for people incarcerated to exit not to homelessness but to housing

· Verda - when Courtney was talking about not hearing about these programs - there is a real problem of not having that information. We need to work with community leaders to get the next level down - a real problem we need to face on the homeless issue is that there is very little housing out there. So many of the groups on this homeless coalition is that they help to find housing - even if you are not in the system finding housing is important. How do we get more actual places? Personally, I can't move to a place because there is so little out there.

· Roxy - appreciate that some agencies are doing this prevention work and we don't always collaborate. We are primarily a childcare center and you wouldn't expect to invite us to the conversation around ending homelessness. We have many who are not receiving services or are just in foster care - the families we work with have many needs - we work from keeping kids in the home and help sustain a family as a unit and stop the trajectory of people ending up in homelessness. Homelessness is the end result of no mental health support, or no tools to support a child with high behavior needs and eventually you end up in homelessness. Getting more creative in who we invite to the table is vital.

· Tiffany - need to do more outreach to agencies so they are aware of coordinated entry - that is something we should include in the comprehensive plan. Possibly even make that a funded part of our work. Need a resource connector - or a housing prevention coordinator - the center hub of a wheel - connect to various agencies.

· Gerrit - trouble with centralizing it in one person - not too diverse. Courtney - make it a small diverse group that does that - BIPOC, religion, lived experience - knowledgeable on the system so we can get that information out.

· Tiffany - should we use the 3 different kinds of prevention terminology used in the book. Gerrit - I like that- especially since it is common outside of Pierce County - common language makes it easier to work together.

· Courtney - I like that childcare is involved - can have a job or can have childcare - not if you are a single parent. Need to invest in other systems

· Verda - it isn't just children in the system - it is encompassing a lot more - if we can get it to the school. When I was in school, they had home economics- about budgeting and homes and how to maintain one. So much of what is taught in the schools - even if it is extra-curricular - even if they have 2 parents and no financial problems - they don't know how to manage finances. It would be good to have that as part of it. Valeri - we don't give people the option. In Alabama, we had business math. We all went to business math - debit and credit, how to buy a house – we learned all those things in 11th grade. Now kids don't learn cursive - it is totally different. What my oldest learned vs. his friends is different.

· Courtney - I taught a class on trauma and teaching kids how to overcome trauma - and giving coping skills - social-emotional supports. We got it accredited in the classroom and it is still being taught in the middle schools in Kent. How do you learn coping skills when no one is doing it. Education seems like an odd starting point, but it is important.

· Tiffany - many agencies can be part of prevention, but they don't know about it.

· Talking about school and education - changes to the curriculum.

· Creating the group of people acting as a hub of a wheel to involve people into this work.

· Using the information, we got from the 10 global cities publication to organize the message

· Valeri - being literally homeless is a barrier to using coordinated entry.

· Valeri - Pierce County is facing the highest eviction rate- 23k households (link
https://www.king5.com/article/news/local/homeless/pierce-county-rental-assistance-evictionrate-bridge-moratorium/281-7a6acb07-c20e-41e1-a083-452924287b43). Possibly need rent camps,

· Tiffany - Expand Coordinated Entry to allow working with people who are at risk of
homelessness. Need to braid in multiple funding sources to support this work.

Comprehensive Plan to End Homelessness – Major Areas to Include

Plan Section	Subsections	Purpose
Plan Purpose	- Introduction - Related Plans - History of Past plans - Purpose of this plan - How plan developed	Understand how this plan fits in with similar and related efforts, and why this plan was needed
Guiding Principles	- Goal is ending homelessness - Use Targeted Universalism framework - ownership of implementation, status reporting, and change management	Document ideas that underpin the entire plan.
Data: Scope of Need	- Quantitative Data showing need and services provided - Qualitative information describing need and impact of services - Breakdown of need by target populations	Understand the full scope of need to serve all people experiencing homelessness, highlighting overrepresented groups.
Homeless Prevention	- Rent Assistance Programs - Other systems addressing drivers of homelessness	Identify the role of homeless prevention programs in ending homelessness
Proposed Homeless System	- Outreach - Coordinated Entry and Critical Time Intervention - Shelter - Diversion - Rapid Rehousing - Permanent Supportive Housing - Landlord Liaison Program - Solutions to barriers to housing	Understand the interventions needed to end homelessness, including amount they need to be expanded to meet current demand.
Accountability and Responsiveness	- System-wide outcome and funding dashboards - Population specific dashboards - Intervention specific dashboards - Provider specific dashboards - Qualitative Survey Schedule - Quality Improvement Plan	Improve the effectiveness of the homeless system across populations, interventions, and providers. Allow altering the system to ensure demand is met.
Support System Connections	- Education - Workforce Development - Disability benefits - Behavioral Health - Healthcare - Transportation	Create plans to modify existing systems to better meet the needs of people experiencing homelessness.
Provider Support	- Provider Strength Test - Continuing education - Professional Development - Leadership Development - Living wages	Ensure agencies provide the needed quality and quantity of service.

Implementation	• Funding Sources • Prioritization of Implementation	Map out potential funding sources and a plan prioritizing how that funding would be used.
Appendices	• Definitions • Detailed data • Related Resolutions	Include material relevant to this work but not necessary to understand the report

Notes:

1) A recommendation was made to include a section on housing. Since a separate work group at the County is working on affordable housing, that work may be well underway. We've invited that group to present at the September Steering Committee meeting so that we can understand their work and to have an opportunity to recommend any considerations for them to include in that work.

2) The guiding principles need to be integrated into the entire plan, so how to do that work may benefit from an accelerated schedule.

3) An implementation schedule is dependent on funding. However, knowing the number of households that each type of intervention needs to serve each year allows modelling how different funding levels will impact the number of people experiencing homelessness.

4) Plan organization can be further refined for readability, but ensuring topics are included in the plan and that the Steering Committee has say in drafting that section is most important at this stage.

   a. Shelter is listed under the Proposed Homeless System but could be separated out as a distinct section at a later date.

5) An explanation for each subcommittee or lack of a subcommittee is intended to provide some background information. It may be fewer or more subcommittees are needed. These suggestions are simply areas identified that the steering committee can potentially add significant value.

Resources
Council Resolution R2021-30s
Pierce County Five-Year Strategic Plan to Address Homelessness, Pierce County Human Services
Five-Year Plan to Address Homelessness, Pierce County's Continuum of Care Committee
Building Changes Reports on Homelessness
Point in Time Count Data
Ending Veterans Homelessness Task Force Initial Recommendations, Pierce County Human Services

Permanent Housing Intervention Reading Materials
Insights Into Housing and Community Development Policy (June, 2021)
U.S. Department of Housing and Urban Development | Office of Policy Development and Research

Prevention Reading Materials
https://endhomelessness.org/wp-content/uploads/2009/07/homelessness-preventionguide-and-companion.pdf

http://www.evidenceonhomelessness.com/wpcontent/uploads/2019/02/Homelessness_Prevention_Literature_Synthesis.pdf

Targeted Universalism Reading Materials
Targeted Universalism Policy & Practice by john a. powell, Stephen Menendian, Wendy Ake (Primer May, 2019, Haas Institute for a Fair and Inclusive Society)

Known Plans and Workgroups around Housing and Homelessness
Plans to End Homelessness (Summer 2021)

Plan Title	Description	Organization Creating	Status
2021 Comprehensive Plan to End Homelessness, including the sub plan to address Street Homelessness	This plan will outline steps, participants, timelines, process and resource needs to end homelessness in Pierce County	Pierce County Human Services was charged by the County Council to create the plan per Resolution 2021-82	In development – final Comprehensive plan due to Council on December 7th, but the shelter plan will be completed earlier.
Five-Year Plan To Address Homelessness	A five-year goals and strategies plan to address homelessness across the county, including goals targeting specific populations and looking to improve system effectiveness	Tacoma/Lakewood/ Pierce County Continuum of Care Oversight Committee.	Adopted in December of 2019, the plan is being implemented by Subcommittees of the Continuum of Care.
Pierce County Five-Year Plan to Address Homelessness	A State required plan that focuses on housing and the supports to maintain housing with priority areas focused on improving the operation of the homeless system	Pierce County Human Services	Adopted in December of 2019
City of Tacoma Five-Year Homeless Strategy	A City of Tacoma focused plan to align homeless programming with a set of values, especially around equity	City of Tacoma Neighborhood and Community Services	In development
Ending Veteran Homelessness Exploratory Task Force	Create a plan to end veteran homelessness using the functional zero model.	Pierce County Council	On hold since February 2020.

Groups and Initiatives around Affordable Housing (Summer 2021)

Group Name	Description	Current Plans	Status
Tacoma-Pierce County Affordable Housing Consortium	Nonprofit serving members by providing capacity development, education and advocacy for affordable housing.	Advocacy agendas are created annually – an example is the 2021 State Budget Advocacy guide	Active
City of Tacoma Affordable Housing Action Strategy	A plan with 4 strategic objectives to direct housing investment to increase housing affordability.	Implementing the Affordable Housing Action Strategy created in September of 2018. The Home in Tacoma effort is a product of this work.	Active
South Sound Housing Affordability Partners	Local government collaboration to develop additional housing units, including affordable housing units	No documented plans, but useful research, such as the List of Affordable Housing funding sources and the Inventory of Public Land	Established governance, working on adoption by partners and hiring staff.
Tacoma Pierce County Homeless Coalition – Housing Committee	Group within the Coalition working on the housing options for 0-30% AMI.	-	Active
Tacoma Pierce County Chamber – Housing Committee	Joint group with the Tacoma Pierce County Homeless Coalition to increase shelter and housing	-	Nearly launched
Puget Sound Regional Council: Puget Sound regional housing needs assessment and strategies	A "playbook" of local actions to preserve, improve and expand housing stock in the region.	Draft Regional Housing Strategy	Strategy is being finalized
Pierce County Affordable Housing Workgroup	local housing providers, lenders, builders, realtors, advocates, designers, academics, and transit agencies advising County Departments and the County Council on housing affordability strategies.	Draft in development – available soon.	Active – draft going to County Council on 8/31/2021.
Pierce County Affordable Housing Action Strategy	Countywide action strategy for affordable housing	-	Hiring consultant – work will begin in Fall 2021.
Bonney Lake-Sumner Housing Action Plan	Create plan with clear, actionable strategies to meet current and future housing needs.	Housing Action Plan	Plan adopted

City of Puyallup Housing Action Plan	Plan to support affordable housing options for all community members	Draft Housing Puyallup – A Citywide Action Plan	Plan forwarded on June 30th 2021 to Council for approval.
University Place Housing Action Plan	A toolkit to encourage construction of additional affordable and market rate housing.	Housing Action Toolkit	Adopted on June 21st, 2021
Revenue for Housing	Network of the faith community, groups and individuals encouraging Pierce County to take a regional approach to homelessness, with a focus on adoption of the 0.1% sales tax for affordable housing.	-	Active
University of Washington Tacoma – School of Urban Studies	Providing research and analytics around housing	The State of Affordable Housing in Pierce County	Completed in June of 2020