

1 Sponsored by: Councilmembers Derek Young, Jani Hitchen, Ryan Mello, and Marty Campbell
2 Requested by: County Council
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6 **RESOLUTION NO. R2021-82**
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10 **A Resolution of the Pierce County Council Accepting the**
11 **Recommendations of the Comprehensive Plan to End**
12 **Homelessness Ad Hoc Committee as Set Forth in the**
13 **"Building a Comprehensive Plan to End Homelessness"**
14 **Action Plan.**
15

16 **Whereas**, homelessness in Pierce County remains an urgent priority in need of a
17 comprehensive approach, necessitating both short-term and long-term policies; and
18

19 **Whereas**, the Pierce County Council allocated \$2,000,000 in American Rescue
20 Plan funds through Ordinance No. 2021-32 to homelessness services to advance
21 community response and resilience; and
22

23 **Whereas**, the Pierce County Council established the Comprehensive Plan to
24 End Homelessness Ad Hoc Committee through Resolution No. R2021-30s on March
25 30, 2021; and
26

27 **Whereas**, the Plan to End Homelessness Ad Hoc Committee met over the
28 course of four weeks to create an Action Plan as requested by the Pierce County
29 Council; and
30

31 **Whereas**, said Action Plan was delivered to the Pierce County Council on May 4,
32 2021, providing a road map to create a Comprehensive Plan to End Homelessness
33 while also advancing strategies to increase capacity in Pierce County's homelessness
34 response system to ensure the availability of safe and secure shelter for every person
35 experiencing homelessness by November 1, 2021; and
36

37 **Whereas**, the Pierce County Human Services Department is best positioned to
38 continue the work of the Ad Hoc Committee by implementing the Action Plan; **Now**
39 **Therefore**,

40
41 **BE IT RESOLVED by the Council of Pierce County:**
42

43 Section 1. The Pierce County Council hereby accepts the Action Plan as
44 presented by the Comprehensive Plan to End Homelessness Ad Hoc Committee and
45 concurs with recommendations and strategies contained therein. The Action Plan is set
46 forth in Exhibit A, which is attached hereto and incorporated herein by reference.
47



1 Section 2. The Pierce County Council directs the Pierce County Department of
2 Human Services to implement the Action Plan as presented by the Comprehensive Plan
3 to End Homelessness Ad Hoc Committee.
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5 Section 3. The Pierce County Department of Human Services shall report back to
6 the Pierce County Council, by no later than August 1, 2021, with recommendations to
7 increase immediate capacity in the homelessness response system and shall also
8 report back to the Pierce County Council, by no later than December 1, 2021, with a
9 draft Comprehensive Plan to End Homelessness.
10

11
12 **ADOPTED this _____ day of _____, 2021.**
13

14 ATTEST:

PIERCE COUNTY COUNCIL
Pierce County, Washington

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18 _____
19 **Denise D. Johnson**
20 Clerk of the Council

Derek Young
Council Chair



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ACTION PLAN
Building a Comprehensive Plan to End Homelessness



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**Developed by the Comprehensive Plan to End Homelessness Ad Hoc Committee
April 2021**

1 **Ad Hoc Committee**

2
3 This Ad Hoc Committee was created by the Pierce County Council per [County Council](#)
4 [Resolution 2021-30](#). The committee included the following individuals, identified by their
5 organizations as specified in the council resolution:

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

18 This plan was created by Pierce County Council Resolution 2021-30. The intent of the
19 resolution is three-fold:

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

27
28 [The Ad Hoc Committee met four times in the month of April 2021 to develop this action](#)
29 [plan.](#)



1 **History of Past/Current Plans and Other Regional Efforts to End Homelessness**

2
3 Since 1996 the Tacoma/Lakewood/Pierce County Homeless Continuum of Care (CoC)
4 has received federal funding from the U.S. Department of Housing and Urban
5 Development (HUD) to implement new housing programs for homeless. In 2002, the
6 first ever comprehensive plan to address homelessness was developed. This was the
7 10-Year Plan to End Homelessness. The goal was to end homelessness by 2013. The
8 plan was robust and identified the resources needed to be successful. Organizations
9 were prepared to expand and develop new housing and supportive services. Insufficient
10 resources were available to increase housing and services needed to succeed. During
11 this time the CoC increased the amount of federal funding and housing services but not
12 to the level needed to end homelessness.

13
14 In 2012, a new plan was developed, the Plan to End Homelessness. This plan had a
15 goal of ending chronic homelessness by 2015, reducing all homelessness by 50% by
16 2016, and reducing family homelessness by 50% by 2021. The State of Washington
17 Department of Commerce increased funding, but the increased resources were still not
18 sufficient to support the increasing need.

19
20 In 2017, a plan was developed to realign the CoC Committee and focus on 8 Key
21 Results to address homelessness. By this time resources had significantly increased
22 and access to housing and services had been realigned to ensure that households are
23 prioritized for housing and services based on vulnerabilities and housing barriers. The
24 CoC Committee was focused on ensuring that the implementation of this new plan was
25 the top priority.

26
27 In 2018, the State Legislature amended the Homeless Housing and Assistance Act
28 requiring new state and local homeless housing strategic plan requirements. The
29 guidance issued by the Department of Commerce required local jurisdictions to develop
30 a 5-Year Plan to address the identified objectives. Pierce County contracted with a
31 consultant to assist the CoC Committee (local homeless housing task force) with the
32 development of a new plan. The CoC Committee 5-Year Plan to Address
33 Homelessness identifies five strategic priorities that includes the State required
34 objectives. The State guidance also required that the plan be adopted by County
35 Council. In May 2020 the County Council adopted a strategic plan that included only the
36 five State objectives.

37
38 Other targeted plans, focusing on populations, have been developed over the years. A
39 Youth Plan was developed in 2014 with a focus on preventing and ending youth
40 homelessness. The plan addressed housing and services as well as education and
41 employment initiatives. The plan targeted homeless youth, ages 12-24. In 2015 the
42 Cognitive Impairments and/or Developmental Disabilities Plan was developed. This plan
43 focused on increased housing and access to existing housing as well as improved
44 health and stability. In 2019 the County commissioned an Ending Veteran
45 Homelessness Task Force that worked on policy updates, resource accessibility for
46 veterans and continuous improvements.



1 **Overarching Goals, Definitions and Guiding Principles**

2
3 The Ad Hoc Committee held four meetings during the month of April to develop this
4 Action Plan, which will guide development of a Comprehensive Plan to End
5 Homelessness in Pierce County. This section includes guidance on the Plan's
6 overarching goals, suggestions for key word definitions, and proposed principles to lead
7 the planning efforts.

8 Goals

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

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

26
27 Definitions

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

- 29 • Define a process for how we come to shared key definitions that all entities and
30 jurisdictions can adopt and use.
- 31 • Clarify how to balance ideal versus realistic plan (what do we have actual
32 capacity to do, and how far should we stretch?).
- 33 • Define these terms/phrases:
 - 34 ○ What does “warm/safe” shelter include (and not include)?
 - 35 ○ How does individual autonomy and choice factor in?
 - 36 ○ How does Targeted Universalism define our approach?
 - 37 ○ What is the common definition of being “homeless” we should collectively
38 use?

39
40 County staff proposed to the Ad Hoc committee the “comprehensive” part of the plan be
41 defined to include responses/services along the following continuum:



- 1 ○ Prevention/Diversion (including Education)
- 2 ○ Crisis Response
- 3 ○ Shelter
- 4 ○ Supportive Housing
- 5 ○ Affordable Housing
- 6 ○ Homeownership
- 7

8 Principles

9 The Ad Hoc Committee identified these principles to guide development of the
10 Comprehensive Plan:

- 11 **1.** Focus on diversity, racial equity, and inclusion.
- 12 **2.** Build plans based on the concept of “targeted universalism” and the 5 steps
13 framework; develop a common goal to address all homeless, with programs
14 designed to meet the unique needs for specific populations (eg., Veterans, families,
15 youth, DV, etc.).
- 16 **3.** Include experts who’ve lived unsheltered and other marginalized populations in the
17 planning/design process.
- 18 **4.** Start with a value statement about overall intent of plan (such as “Ensure a place
19 where all people belong”).
- 20 **5.** Shelter plan should ensure immediate access to shelter for all populations, and
21 should include a wide variety of shelter types so that shelter is accessible to all.
- 22 **6.** Create a regional approach that locates shelters and programs near prior permanent
23 residences and support structures; downtown Tacoma cannot continue to be the
24 only answer.
- 25 **7.** Utilize best practices, published research, and local research and analysis such as
26 past reports and surveys.
- 27 **8.** Ensure the racial composition of the Steering Committee reflects the diversity of the
28 population served.
- 29



1 **Scope**

2 The Ad Hoc Committee discussed the ideal scope of the Comprehensive Plan and
3 determined the following considerations be made:

- 4 • Determine how broad we want the comprehensive plan to be; it should include
5 prevention, for example.
 - 6 • Encourage collaboration across private, for-profit, non-profit, and governmental
7 systems and institutions.
 - 8 • Recognize we have a unique chance here – don't make this too narrow (Council
9 requested "comprehensive" plan!).
 - 10 • Systems do not work in isolation – we need to recognize and plan for how so
11 many systems are interconnected.
 - 12 • Be comprehensive – many plans target specific jurisdictions, populations, and
13 specific funding sources; they should all feed into this larger comprehensive plan.
 - 14 • Consider primary focus on building the homeless system, with connections to
15 other systems that intersect with the homeless system.
 - 16 • To correctly size the homeless system, use data from the Coordinated Entry
17 System, the Homeless Management Information System, the Point in Time
18 County, and other information systems to research and document the flow into
19 homelessness, the backlog of current people experiencing homelessness, and
20 the outflow to permanent housing.
 - 21 • Utilize all possible exit strategies and interventions to end homelessness and
22 create connections to other systems as needed.
 - 23 • Consider cash assistance as a viable response/solution.
 - 24 • Understand and improve connections between shelters and coordinated entry.
- 25
26



1 **Groups to Include**

2
3 Representatives from the Tacoma Pierce County Coalition to End Homelessness offer
4 the following list of individuals, groups, and stakeholders to be included in the
5 Comprehensive Plan development process:

- 6
7
- 8 • Experts who have lived homeless, including youth, adults, families,
9 veterans, victims of sex trafficking, substance use disorders, formerly
10 incarcerated individuals, and mental health
11 NOTE: Use trauma-informed practices – be careful to not re-traumatize,
12 ensure safety
 - 13 • Legal support for persons experiencing homelessness
 - 14 • Fair Housing
 - 15 • Faith Community (including mental health chaplains)
 - 16 • Public Health
 - 17 • City and County Council members
 - 18 • Local jurisdiction staff
 - 19 • Puyallup Tribe
 - 20 • Domestic violence and sexual assault
 - 21 • Private and small housing providers
 - 22 • Immigrant communities and non-English speakers in the homeless system
 - 23 • Disability community
 - 24 • Business community/private sector
 - 25 • Builders, developers, and real estate professionals
 - 26 • single room occupancy (SRO) providers
 - 27 • Landlords – both large and small - and property management
 - 28 • Youth
 - 29 • LGBTQ+ advocates and organizations
 - 30 • BIPOC
 - 31 • Hospitals and Medical professionals
 - 32 • Educational professionals
 - 33 • Community groups
 - 34 • Behavioral health system (both substance abuse and mental health
35 treatment)
 - 36 • Providers to assist with identification recovery
 - 37 • Providers who offer soft skill development programs
 - 38 • Home ownership assistance
 - 39 • Shelter providers
 - 40 • employment and workforce training services
 - 41 • Tacoma Housing Authority and the Pierce County Housing Authority

42 Other members of the Ad Hoc Committee offered these additional suggestions of
43 groups to include in the plan development process:

- 44
- 45 • Cities and towns associations
 - 46 • School districts and higher education
 - 47 • Emergency/first responders



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- Philanthropy partners
- Justice system
- Foster care system
- City and County Housing Authorities
- State agencies (DSHS, DCYF, Commerce, etc.)
- Veterans Administration and other Veteran service providers
- Continuum of Care Committee
- Land Trusts/Banks
- Funders
- Chambers of Commerce
- Impacted businesses



1 **Public Engagement Goals and Process**

2
3 The Ad Hoc Committee had a brief conversation about public engagement goals and
4 processes at their third meeting, and members offered the following input:

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

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

- 35
36 • Consider a workable size for the steering committee – large enough to be
37 representative, but small enough to encourage meaningful engagement and input.
- 38 • Develop a feedback loop for the larger population of interested parties so they can
39 stay apprised with what’s happening and to amplify the work.
- 40 • Broaden the steering committee to include additional representation from the
41 provider community, and from constituents representing East Pierce and
42 unincorporated Pierce County.



- 1 • Be clear about who/what the steering committee members represent – themselves
2 and/or their organizations?
3 • Include the Continuum of Care Committee (COC) and the Tacoma Pierce County
4 Coalition to End Homelessness in a meaningful way.
5 • Include and compensate experts with lived experience of being homeless.

6
7 Based on conversation with the Ad Hoc Committee, Pierce County Human Services
8 proposes to develop a core staff team that will do the bulk of the work outlined by this
9 action plan:

- 10
11 • Facilitator to manage the steering committee meetings; this individual can also help
12 strike the right balance between meaningful community engagement and the short
13 timeline for these projects
14 • Project manager to oversee work in both the comprehensive plan and the shelter
15 plan
16 • Communications expertise
17 • Public engagement support
18 • Homeless program management experience

19
20 Additional information on these resources is in the final sections of this plan.

21

1 **Meeting Council's Commitment to Providing Adequate Shelter to All by November**
2 **2021**

3
4 The Ad Hoc Committee recommends separating this specific assignment from the
5 larger comprehensive plan to meet the more ambitious deadline of developing and
6 implementing a plan to provide adequate shelter by November 1, 2021. The committee
7 suggests a work group focus solely on this effort, but under the general oversight of the
8 steering committee convened for the comprehensive planning process.

9
10 The Ad Hoc Committee is also generally supportive of the Pierce County Human
11 Services (PCHS) staff proposal to organize this work around an interactive program and
12 cost model reviewed in the committee's third meeting. The model contemplates a multi-
13 step process for building a plan to provide adequate shelter before the end of 2021:

- 14
- 15 1. Determine the approximate number of people who are unsheltered in Pierce
16 County (PCHS current estimate is approximately 1,350 individuals).
- 17 2. Identify interventions to divert or exit clients from the streets or shelter to
18 permanent housing.
 - 19 a. Diversion
 - 20 b. Rapid Rehousing (*NOTE: the Ad Hoc Committee suggests this may not*
21 *be appropriate to keep in the shelter model)*
 - 22 c. Critical Time Intervention
- 23 3. Include all types of shelters and other interventions we should consider
24 developing or increasing in order to adequately shelter all:
 - 25 a. Expanded capacity at existing or new congregate shelters, informed by
26 CDC guidance
 - 27 b. New non-congregate shelters (hotel, pallet shelters, tiny homes, etc.)
 - 28 c. Sanctioned encampments
 - 29 d. Safe parking areas
 - 30 e. Transitional housing
 - 31 f. In-patient behavioral health treatment
 - 32 g. Medical respite
 - 33 h. Others (*NOTE: Permanent Supportive Housing (PSH) was suggested, but*
34 *then dismissed because it is not considered emergency shelter)*
- 35 4. Identify other expanded services for people who are sheltered and may need
36 additional immediate services beyond a place to sleep, such as out-patient
37 behavioral health treatment, transportation to/from work, and storage for
38 belongings.
- 39 5. Determine approximate volume of our unsheltered homeless population who will
40 access each type of intervention listed above and determine targeted per unit
41 costs for each.
- 42 6. Build a proposed budget based on analysis, and present to County and municipal
43 elected officials for funding and site locations.
- 44 7. Once funding is identified and approved, work with providers on plans to expand
45 services and create the new shelter options listed in the plan.



1 The Ad Hoc Committee offered the following additional suggestions for this effort during
2 its final meeting:

3

- 4 • It will be important to start with a clear definition of what emergency shelter is, and
5 what it includes, in order to clarify what is in or out of the model suggested above.
- 6 • Be clear on how this plan intersects with the larger comprehensive plan to eliminate
7 risk of gaps and how they complement one another.
- 8 • Create a shelter plan that accomplishes more than merely setting up expanded
9 shelter for inclement weather (one member suggested becoming a “right to dignified
10 shelter” county).
- 11 • It is important to maintain focus on substantial implementation by November 1; it is
12 good to maintain urgency.

13

14 PCHS Staff NOTE on legal intervention: “Legal intervention” is one option PCHS staff
15 included in the original model proposed as a place some homeless individuals may go;
16 that is, despite being offered multiple choices for shelter, some individuals may decline
17 all services. At that point, the community needs to determine a response: do we allow
18 individuals to continue to live unsheltered, if that is their wish, or do we create a “zero
19 tolerance” policy within the community and enforce loitering laws, detaining them either
20 through law enforcement or civil commitment interventions? County staff proposed
21 including this as one option in the model, and the Ad Hoc Committee had varied
22 responses: some members supported the idea, while others thought this may be
23 assumed, but should NOT be part of any model or planning (or budgeting) efforts. Still
24 others thought it should not even be an optional response. There was considerable
25 agreement that non-law enforcement individuals could be successful in doing this work.

26

27 See the timeline section below for details on how the committee proposes this work
28 occur over the next six months.



1 **Project Timelines**

2
3 As indicated in the Council Resolution driving this effort, there is a six-month window to
4 achieve a comprehensive plan from start to finish once the Action plan is submitted and
5 approved. It is anticipated this will occur on May 4, 2021, therefore establishing the due
6 date for the comprehensive plan on or around November 4, 2021. The Ad Hoc
7 Committee recognizes the ambitious nature of this deadline but indicated that “this
8 aggressive timeline spurs action!”

9 This comprehensive plan will inform County budgeting priorities in the upcoming 2022-
10 23 biennial budget, as well as spending priorities for funds received from the American
11 Rescue Plan, among other possible revenue sources.

12 After initial discussion of general timeline requirements, a member of the committee
13 offered the following timeline for consideration:
14

15 Proposed Timeline – Comprehensive Plan

- 16 • May 3 - core team of County staff and consultants formed
- 17 • May 10 - steering committee begins meeting every two weeks; begins by setting
18 universal goals
- 19 • May 31 – core team develops plan outline based on developed universal goals
- 20 • June – August - outreach on universal goals and potential targeted strategies to
21 stakeholders, providers, and advocates for input
- 22 • August 30 - core team publishes final draft plan
- 23 • September – October – plan shared with general public for final feedback
- 24 • September - October – Develop funding plan, including requests of local, state
25 and federal government
- 26 • October - final steering committee meetings
- 27 • November 4 – core team delivers report to County Council

28 The bulk of the time dedicated to this effort must focus on collecting input and feedback.
29 It is understood that elected officials in partner jurisdictions will need time to review and
30 formally adopt (vote on) both this action plan and the comprehensive plan.

31 Council staff also provided two additional suggestions regarding timing of the
32 Comprehensive Plan:
33

- 34 1. Build in scheduled maintenance for the comprehensive plan to allow for a natural
35 and reasonable extension of the planning process; one component of the plan
36 should be regularly revisiting strategies and recalibrating.
- 37 2. Include a first phase of the planning process to use data to clearly define the issue
38 (both for the comprehensive plan and the street homelessness plan).
39

40 As described earlier in this Action Plan, the Ad Hoc Committee does recommend this
41 effort be clearly divided into two separate efforts: the Comprehensive Plan, due by
42 November 4, and the Street Homelessness Plan, due and implemented by November 1.
43 Accordingly, the committee generally agreed on the following timeline for consideration
44 for implementing all types of additional shelter, safe parking and safe encampment
45 options:



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Timeline – Shelter Plan

- May 3 – homeless work group convened; clarify scope and goals
- May 17 - shelter provider focus groups (include providers, guests/clients, and neighbors)
- June 14 – core team presents draft plan to steering committee
- June – July – community input
- July 12 – core team finalizes shelter plan, including spending request and timeline
- July – August – identify funding, including requests of local governments
- Aug – October -- implementation
- Nov 1 – all contracts in place for expanded shelter beds



1 **Resources Needed**

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3 Data

4
5 In order to inform the Comprehensive Planning process, the Ad Hoc Committee briefly
6 reviewed homeless data available from the County from both the annual Point in Time
7 Count (PIT) and the Homeless Management Information System (HMIS). The
8 Committee made the following observations:

9
10 *Regarding the Point in Time Counts for 2020 and 2021*

- 11 • PIT is generally known to be an undercount.
- 12 • 2021 Point in Time Count did NOT include a count of unsheltered population due
13 to COVID-caused constraints on recruiting volunteers and ensuring public safety.
- 14 • According to PCHS staff, HUD requires an interpolation methodology to estimate
15 race and ethnicity data across whole distribution based on those who answered
16 PIT survey (there are no “NA” or “unknown”).

17
18 *Regarding HMIS*

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

28
29 The Ad Hoc Committee suggested the Comprehensive Plan include the following data
30 considerations:

- 31
32 • Focus on racial/ethnic demographics, geographic distribution, gender identity,
33 program success in housing permanency, etc.
- 34 • Use data to highlight various pathways and their inflow/outflow rates.
- 35 • Add qualitative data to highlight the realities of those experiencing in
36 homelessness that are not found/explained in quantitative data.
- 37 • Consider indicators (why people become homeless) to understand need and to
38 focus on prevention efforts.
- 39 • Existing system mapping and modeling.



- 1 • Include additional data sources with homeless data, such as McKinney-Vento
2 information tracked by school districts, as well as prison, jail, health care and
3 other data systems that interact with people experiencing homelessness.
4

5 Funding, Coordination, Meeting Support, Staffing

6 The Ad Hoc Committee emphasized the need to staff and fund this work adequately to
7 ensure success. PCHS staff proposed the following composition of a core team to lead
8 the work described in this action plan:

- 9 • Facilitator (contract hire)
10 • Project Manager (contract or temporary hire; may be same as facilitator)
11 • Data Analyst (limited duration staff)
12 • Marketing/Communication support (use current staff; backfill as needed)
13 • Community Engagement support (contract hire; may be done by facilitator)
14 • Policy expertise (use current staff; backfill as needed)
15 • Administrative support (use current staff; backfill as needed)

16
17 The Ad Hoc Committee was generally supportive of this approach, noting the
18 importance of building a core team that is culturally diverse and representative of the
19 homeless population served.

20
21 They also underscored the importance of community engagement, further suggesting a
22 formal campaign.

23
24 The facilitator chosen should have strong communication skills and some background in
25 homeless services.

26
27 Administrative support should include building and maintaining a strong online presence
28 for this work.
29
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1 **Recommendations to Pierce County Council**

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- 1. Accept Action Plan, authorize continued work and expansion of Ad Hoc Committee.
- 2. Identify and approve funds for identified resources:
 - a. Approve 3 limited duration FTEs
 - i. Project Manager
 - ii. Data Analyst
 - iii. Backfill to county staff
 - b. Approve budget (\$250K):
 - i. FTEs (3) \$100K
 - ii. Facilitator/Comm Engagement contract \$100K
 - iii. Marketing/meetings \$ 50K
- 3. Clarify budget parameters for shelter plan, including budget review and funding approval.



1 **Resources**

2
3 [Council Resolution R2021-30s](#)

4 [Pierce County Five-Year Strategic Plan to Address Homelessness, Pierce County](#)
5 [Human Services](#)

6 [Five-Year Plan to Address Homelessness, Pierce County's Continuum of Care](#)
7 [Committee](#)

8 [Building Changes Reports on Homelessness](#)

9 [Point in Time Count Data](#)

10 [Ending Veterans Homelessness Task Force Initial Recommendations, Pierce County](#)
11 [Human Services](#)

12

13

