

Comprehensive Plan to End Homelessness ADVISORY BOARD

Agenda
Friday, April 1, 2022
1:00 – 3:00 p.m.

Time	#	Task
1:00 (30 min)	1	<p>Roll Call, Icebreaker, and Review Agenda <i>Objective:</i> check in and determine if we need to alter the agenda</p> <ul style="list-style-type: none"> • Introduce yourself and answer two questions: <ul style="list-style-type: none"> ○ What is one thing I can do to support implementation ○ What is the most important thing for County to be doing on implementation right now
1:30 (5 min)	2	<p>Recap – where are we in the process right now <i>Objective:</i> understand prior work as a starting point <i>Leader:</i> Gerrit Nyland</p>
1:35 (10 min)	3	<p>Advisory Board Charge <i>Objective:</i> Understand the role of the Advisory Board <i>Leader:</i> Heather Moss</p>
1:40pm (15 min)	4	<p>Current Homeless System Expansion Overview <i>Objective:</i> Understand where funding has been allocated <i>Leader:</i> Delmar Algee/Gerrit Nyland</p> <ul style="list-style-type: none"> • Expanded HHP • Enhanced Coordinated Entry • Shelter Expansion • Homeless Prevention • Pilot Programs
1:55 (5 min)	5	<p>Break <i>Objective:</i> health and safety break</p>
2:00 (20 min)	6	<p>Unified Regional Approach Planning Effort <i>Objective:</i> Understand and provide feedback on Unified Regional Approach Planning <i>Leader:</i> John Barbee</p> <ul style="list-style-type: none"> • Goal • Teams and Roles <ul style="list-style-type: none"> ○ Oversight Team ○ Executive Sponsors ○ Comprehensive Plan to End Homelessness Advisory Board • Timeline
2:20 (15 min)	7	<p>Implementation Plan Update <i>Objective:</i> Rough overview of current timelines <i>Leader:</i> Gerrit Nyland</p>



2:35 (5 min)	8	Meeting Review <i>Objective: identify ways to ensure race, geographic equity were included in the meeting.</i> <i>Leader: Gerrit Nyland</i>
2:40 (10 min)	9	Next Meeting <i>Objective: Provide feedback on objectives for next meeting</i> <i>Leader: Gerrit Nyland</i>
2:50 (10 min)	10	Public Comment and Good of the Order <i>Objective: get input from the public attending the meeting</i> <i>Leader: Gerrit Nyland</i>

Next Meeting – Friday, May 6, 1:00pm to 2:00pm

Meeting Norms:

1. Lead with racial and geographic equity at the forefront of all decisions.
2. Be present during our time together. Cameras remain on throughout the meeting. Turning off your camera indicates that you have stepped away from the conversation.
3. Show respect for those who are presenting, speaking, and sharing. Use the ‘raise yourhand’ function to speak.
4. Come prepared to discuss topics and issues outlined on the agenda. Review all group documents prior to the start of each meeting.
5. Committee members represent a specific agency/jurisdiction, not their own personal views, and are responsible for providing updates, information, and communication backto their respective communities.
6. Consensus on decisions will be reached through a voting process.
7. Committee members will notify Becki Foutz if they are unable to attend a meeting.
8. Meetings are held in an environment with shared power and decision-making.
9. Meetings will start and end on time.

IMPLEMENTATION UPDATE – APRIL 1, 2022

GOAL 1 – CREATE A UNIFIED HOMELESSNESS SYSTEM

- **Unified Regional Approach** (1.1, 1.2) creation is on schedule, with work underway, a complete plan targeted at December 2022 with implementation in July 2023.
- **Model to Estimate Funding Gap** (1.3, 1.4) – In process of converting one-off model to reproducible report – estimated December 2022 completion
- **Strategic Funding Plan** (1.5) – in process – will be brought to May Advisory Board meeting
- **Support agencies** (1.6) – technical support funding allocated; other efforts not yet determined.

GOAL 2 – ENSURE INTERVENTIONS ARE EFFECTIVE FOR ALL POPULATIONS

- **Create Race and Equity Team** (2.1, 2.2)– ongoing work with CoC Race and Equity Committee with first round of changes included in Initial ARPA funding and cultural hub model in the Enhanced Coordinated Entry Notice of Funding Availability
- **Annual qualitative and quantitative service quality review** (2.3, 2.4) – Fall 2022.

GOAL 3 – PREVENT HOMELESSNESS

- **Homeless Prevention Eligibility Criteria Development** (3.1) – Not started – planned for May-June 2022
- **Expansion of Mortgage Assistance** (3.2) – beginning summer 2022
- **Expand Shared Housing** (3.3, 6.5) – beginning Fall 2022
- **Financial Counseling** (3.4) – beginning Spring 2022 with workforce development grant.
- **Expand Diversion to households at risk of homelessness** (3.5) – funding allocated, and work will be in the rent assistance program – beginning summer 2022

GOAL 4 – ENSURE ADJACENT SYSTEMS ADDRESS NEEDS

- **Partner with adjacent systems to improve services** (4.1, 4.2, 4.3, 4.4) – informal work underway with some funding for transportation and workforce development. Formal work will roll out from Summer 2022 through Summer 2023.
- **Close Behavioral Health gaps** (4.5) – informal work underway, formal work to begin Summer 2022.
- **Partner with Workforce Development** (4.6) – funding allocated for workforce development project – working on approach with workforce development partners.

GOAL 5 – MEET IMMEDIATE NEEDS

- **Creation of by-name list** (5.1, 5.3) – work underway to improve data quality in existing programs – targeted completion 7/1/2022. Increasing utilization of Homeless Management Information System by outreach teams effort will begin in summer 2022
- **Meet navigation and Critical Time Intervention need** (5.2, 5.7) – funding has increased to served broader population, but still underfunded – dependent on increasing funding.
- **Creation of enough shelter** (5.4) – plan exists and is dependent on increasing funding

- **Size Coordinated Entry System and Diversion to need** (5.5, 6.1) – funding allocated and online July 1, 2022

GOAL 6 – EXPAND PERMANENT HOUSING

- **Expand Permanent Housing Programs to meet need** (5.6, 6.2, 6.3, 6.4) – effort dependent on funding. Current hotel capital purchases will extend Permanent Supportive Housing stock.
- **Coordinate with Affordable Housing for dedicated housing** (6.6) – coordination underway – largely dependent on funding
- **Size Landlord Liaison Program to maximize access to the rental market** (6.7) – monitoring recent expansion to understand outstanding need.
- **Facilitate movement from one housing intervention type to another** (6.8) – not started – planned for Winter 2022.

UNIFIED REGIONAL APPROACH

DESCRIPTION

SHARED VISION, ACCOUNTABILITY, AND TRANSPARENCY

A shared vision of the homeless response system is necessary, as well as principles for communication, implementation, and accountability to build and maintain cooperation and coordination among the many partners and constituents of the system.

COST EFFECTIVE PERFORMANCE AND ACCOUNTABILITY

The homeless response system must be accountable for program performance. It must have performance measures embedded into the funding and implementation of each element an expectation and enforcement of best practices, accountability, and cost effectiveness. This is most effectively done with a single organization overseeing reporting requirements for all homeless programs operating in the region.

COORDINATION AMONG PLAN ELEMENTS AND PARTNERS

The Comprehensive Plan needs coordination of at least two types among its elements and partners, especially for prioritization purposes:

- Coordination of Investment and Operation Among Elements of the Plan
- Consultation and Coordination Among the Partners

DESIGN OF THE UNIFIED REGIONAL APPROACH - ROLES

Consultant lead process starting July 1, 2022 and completing by December 31, 2022.

OVERSIGHT TEAM

Made up of staff from Pierce County, Tacoma, Puyallup, Lakewood and possibly other municipalities. This team will provide staffing support, coordination, and overall oversight of the work of the consultant

CONSULTANT

Work with stakeholder groups, including Comprehensive Plan to End Homelessness Advisory Board, to bring all necessary perspectives into the planning process.

Develop options for the structure, includes roles and responsibilities, of a Unified Regional Approach. Each option should include a identified pros and cons.

Unified Regional Approach Plan

Task Name	Q1			Q2			Q3			Q4			Q1			Q2			Q3		
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
1 Recruit Consultant Oversight Team				County Staff																	
2 Draft Request for Proposal				Oversight Team																	
3 Publish Request for Proposal					Oversight Team																
4 Select Consultant					Oversight Team																
5 Contract Negotiations					County Staff																
6 Consultant Develops Plan							Consultant														
7 Needs Assessment							Consultant														
8 Report First Draft Complete										Consultant											
9 Community Feedback on Draft										Consultant											
10 Report Second Draft Complete										Consultant											
11 Community Feedback on Draft										Consultant											
12 Final Report Complete										Consultant											
13 Adoption by County and Municipalities																					
14 Implementation Planning																					Oversight Team
15 Launch Unified Regional Approach																					Oversight Team

Initial Expenditures towards the Comprehensive Plan to End Homelessness

Proposed Uses	Amount	RFP Plan	Comprehensive Plan Connection	Purpose	Details	Client Outcome Impact	Ongoing Commitment	Annual after 2 years
Pilot Workforce Development for people experiencing homelessness	\$ 300,000		Strategy 4.6: "Partner with the Workforce Development system to identify gaps in effectiveness of workforce development system for people experiencing homelessness and work to close those gaps."	Increase income and thus self-sufficiency of people experiencing homelessness.	2-year grant to a workforce development organization to prepare people experiencing homelessness for entering the workforce or further workforce development - including getting ID, banking setup, financial counseling, career counseling, resume development, interviewing skills, further education, job training, and the job search.	250 clients engage annually with target of increased earned income and quick exit to permanent housing.	Pilot program - no expectation of continued funding. If funding is continued, it would be \$300k annually.	\$ -
Pilot Technical support for BIPOC, LGBTQ+, Latinx and Asian community service providers	\$ 200,000		Strategy 2.1: "...develop and assist organizations to implement program changes to align with the needs of target populations."	Develop organizational capacity at new and growing nonprofits to ensure clients have culturally appropriate service options	2-year grant to provide technical support, including grant writing, board development, continuity of operations planning, development of policies and procedures, and accounting principles.	System Improvement - target is to assist 20+ nonprofits annually so that more organizations, especially by and for organizations, are able to provide services in the community.	None. The immediate goal is to assist growth-minded nonprofits, especially those run by and for underserved populations, to be capable of applying for and successfully executing contracts from State and Federal funding sources.	\$ -
Coordinated Entry Academy	\$ 200,000		Strategy 5.5: "Expand Coordinated Entry to ensure appointments are available the same day or the next day in shelters, day centers and other access points across Pierce County"	Ensure coordinated entry specialists receive appropriate, timely training to best assist clients identifying and working towards immediate housing options.	2-year grant to train CE specialists - classroom instruction starting every 2 weeks with target of completing certification in under 4 weeks.	System Improvement - target is to reduce average training time from 3 months to less than 1 month	Expected to be included in future CE funding.	\$ 200,000
New Emergency Shelter in underserved geographic area	\$ 3,450,000		Strategy 5.4: "Prioritize funding to implement the Adequate for All plan to expand homeless shelter."	Provide shelter and case management to ensure safety and access to resources necessary to exit homelessness	\$800k of capital and \$1.3M annual operations for 2 years	60 beds with 150 individuals served annually. Target is to keep individuals safe and reduce trauma while clients work towards permanent housing.	Annual \$1.3M operations until shelter is shut down. Potential continued funding through future HHP.	\$ 1,325,000
Homeless Prevention Case Management Pilot	\$ 2,000,000		Strategy 3.5: "Expand Diversion to households at risk of homelessness."	Ensure households in immediate risk for homelessness have access to resources to remain housed.	2-year operating costs for 5 homeless prevention case managers built into the coordinated entry system to case manage clients. Program will coordinate with other homeless prevention efforts, including Pierce County rental assistance efforts and anti-eviction work at the Center for Dialog and Resolution and TacomaProblemo.	Depending on program model, between 340 and 1,650 households annually. Goal is to increase housing stability through case management and speed entry to permanent housing for doubled up households.	Pilot program - so no expectation of continued funding. If funding is continued, it would be \$1M annually.	\$ -
Shelter Access Hub	\$ 1,000,000		Strategy 5.4: "Prioritize funding to implement the Adequate for All plan to expand homeless shelter."	Provide immediate shelter and 24x7 to any individual, as well as shelter navigation to assist in placement in areas shelters. An important support for both clients and partner organizations, such as hospitals, police and fire.	\$500k of capital and \$500k annual operations for 2 years - providing 30 24x7 entry no barrier beds and coordination of shelter bed availability	Provide very temporary shelter to up to 3,000 people annually, and shelter navigation for up to 6,000. Goal is to ease burden on community partners including hospital discharges, emergency rooms, police, and fire.	Annual \$250k Commitment	\$ 250,000
Critical Time Intervention Navigation Services	\$ 1,500,000		Strategy 5.2: "Ensure every household experiencing homelessness has access to navigation services such as street outreach and Critical Time Intervention."	Assist clients to navigate homeless system and adjacent systems to reestablish and sustain permanent housing.	\$750k annual operations for 2 years - \$650k for 10 navigators, \$100k for client supports related to transportation, ID, work clothing, and similar.	1,000 clients case managed per year. Goal is to speed entry to permanent housing and increase income.	Annual \$750k Commitment	\$ 750,000
Transportation Pilot Project	\$ 50,000		Strategy 4.4: "Coordinate with the Pierce County Behavioral Health Division to ensure the Behavioral Health Improvement Plan updates continue to identify gaps in capacity and effectiveness for people experiencing homelessness and create implementation plans to close those gaps."	Provide clients transportation to mental health appointments, substance use treatment, employment, housing appointments, medical care, and other supports that will increase income and speed exits to permanent housing.	\$50,000 allows 500 individuals to receive a one-year bus pass valid on all Pierce Transit routes, as well as funding to do analysis versus a control group to determine if bus passes were effective in increasing income and speeding exits to permanent housing.	500 clients with access to public transportation per year. Goal is increased income and speed exit to permanent housing.	Pilot program - no expectation of continued funding. If funding is continued, it would be \$50k annually.	\$ -
Unified Regional Office Consultant	\$ 100,000		Strategy 1.1: "By July 1, 2023, create a Tacoma-Pierce Unified Regional Office of Homelessness, consisting of the right stakeholders with central decisionmaking authority of funding and services."	Design appropriate organizational structure to coordinate the government, agency, business, and community groups that make up the homeless response system.	Consultant to lead that process, supported by Pierce County Human Services Staff. \$100k is County investment. Plan is for additional stakeholders contributing to development of unified regional office.	Unified Regional Office operational by 6/30/2023.	No ongoing commitment - one time expenditure.	\$ -
Increase Funding to Homeless Housing Program (HHP) Notice of Funding Availability (NOFA)	\$ 200,000		Funding to support Goal 5 and Goal 6	Increase funding for shelter, outreach and permanent housing program not fully funded in the HHP NOFA.	Increase funding from \$11.7M to \$11.9M. Programs funded to be determined.	Outcome depends on program yet to be determined.	Annual \$200k ongoing commitment (although less than 2% of this pooled fund)	\$ 200,000
Total	\$ 9,000,000							\$ 2,725,000