

**PIERCE COUNTY HUMAN SERVICES  
COMPREHENSIVE PLAN TO END HOMELESSNESS IMPLEMENTATION  
ADVISORY BOARD MEETING**

1:00 – 2:48 p.m.  
June 3, 2022

**Members:** Adam Reichenberger, Tacoma-Pierce County Health Department  
 Alan Hartman, Youth Advisory Board - absent  
 Caleb Carbone, City of Tacoma  
 Courtney Chandler, Associated Ministries (on leave until August)  
 Courtney Love, Lived Experience Coalition  
 Delmar Algee, Pierce County Human Services Homeless Programs  
 Erika Tucci, Ben B. Cheney Foundation - excused  
 Faatima Lawrence, Catholic Community Services  
 Fred Palmiero, East Pierce County  
 Gina Cabiddu, Children’s Home Society  
 Kevin Bates, Helping Hand House - excused  
 LaMont Green, TAC - absent  
 Michael Mirra, Affordable Housing Community  
 Dr. Michele Jackson, TPCHD  
 Ned Witting, Puyallup City Council  
 Rich Berghammer, Faith Community - absent  
 Rob Huff, Washington Low Income Housing Alliance  
 Steve O’Ban, Pierce County Executive’s Office - absent  
 Tiffany Speir, City of Lakewood  
 Travaris - absent

**Guests:** Richard Dorsett, Sally Perkins

**Staff:** Heather Moss, Director, Pierce County Human Services  
 Anika Moran, Special Advisor to the Director/Facilitator  
 John Barbee, Pierce County Human Services  
 Gerrit Nyland, Pierce County Project Manager  
 Becki Foutz, Administrative Assistant, Pierce County Human Services

**MINUTES**

<b>Welcome/ Roll/ Icebreaker</b>	<p>Anika welcomed everyone and asked each to share what kitchen implement or appliance you would be? For example, she would be a fancy corkscrew with knife, etc. (because she’s versatile!)</p> <p><b>Adam Reichenberger</b> – <i>Housing Policy Coordinator, TPCHD</i>, butter dish</p> <p><b>Caleb Carbone</b>- <i>City of Tacoma, Homeless Strategies Systems and Service Manager</i>, French press</p> <p><b>Courtney Love</b> – <i>Director of Advocacy, Washington Lived Experience Coalition Pierce County Chapter, Whole Washington Board Member</i>, refrigerator - cold but keeps it fresh</p>	Icebreaker
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TOPIC/WHO	DISCUSSION	ACTION
<p><b>Welcome/Roll/ Icebreaker-continued</b></p>	<p><b>Delmar Algee- Homeless Svcs Supervisor, Pierce County Human Services.</b> Refrigerator – stays mellow and cool!</p> <p><b>Faatima Lawrence- Homeless Director, Catholic Community Services</b> waffle iron</p> <p><b>Fred Palmiero- representing East Pierce County;</b> electric mixer – likes to take the original product and make it into something else, something better</p> <p><b>Gina Cabiddu – blender – loves taking different variety and ingredients and being an instrument that creates something out of the combination.</b></p> <p><b>Michael Mirra- representing the affordable housing community,</b> colander – as his grandmother called it, the school of macaroon, where the macaroni go to school</p> <p><b>Dr. Michele Jackson – TPCHD,</b> kitchen floor (foundation that holds the rest of the appliances up, is overlooked and taken for granted but it’s absolutely necessary for everything else to exist)</p> <p><b>Ned Witting – Deputy Mayor, City of Puyallup,</b> blender</p> <p><b>Rob Huff –Communications, WA Low Income Housing Alliance,</b> convection oven – ready to cook things up!</p> <p><b>Tiffany Speir – Long-Range Strategic Planning Manager, City of Lakewood,</b> panini maker – you put stuff in, squish it and it gets all hot and bothered but when it comes out it’s better!</p>	<p>Thank you everyone!</p>
<p><b>Agenda Review</b></p>	<p>Gina moved to approve the agenda; Tiffany seconded the motion. No objections.</p>	<p>Agenda approved.</p>
<p><b>Charter-Michael Mirra</b></p>	<p>Michael shared a draft charter for this group and asked Anika to lead the group in discussion about whether to adopt it. Sections include: Background, Purpose, Composition, Roles and Responsibilities, Executive Committee, Meetings, and Miscellaneous.</p> <p>Gina requested clarification on section 3.2 where it talks about the member representation. No one currently represents District 7, Key Peninsula/Gig Harbor. <i>Geographic diversity inside Pierce County</i> was added.</p>	<p>Discussion</p>

TOPIC/WHO	DISCUSSION	ACTION
<p><b>Charter- Michael Mirra</b></p>	<p>On section 6.4 <i>Making decisions</i>, Gina suggested an alternative to thumb voting, for those who can't be on camera. <i>Attendees can indicate their vote by a display of thumbs or by its verbal or written equivalent</i> was added.</p> <p>Fred suggested raising hands for yes and not raising hands for no. He asked about section 6.2 and what type of metrics would be tracked. Michael explained it will be the dashboards that Gerrit and his team will be crafting. Fred would like to see the data for how many people have been housed/exited the program.</p> <p>Anika asked the group if there's anything missing from the charter that they would like to see added? Anything they would like taken out? Fred asked about recusal. Recusals were discussed as a group norm last time. Does anyone think that recusal should be covered in the charter? <i>Expect people to recuse themselves when there's a conflict of interest</i> will be added to the Group Norms listed at the end of each agenda.</p> <p>Tiffany moved to approve the charter.</p> <p>Michele would like to see some intentional language on diversity. <i>To do this seeking a just and equitable resolution that accounts for the racial and gender disproportionately present among the population of persons experiencing homelessness</i> was added.</p>	<p>The group unan- imously approved the charter.</p> <p>The final version is attached to these notes.</p> <p>Thank you, Michael!</p>
<p><b>Implementa- tion Update- Gerrit Nyland</b></p>	<p><b>Goal 1 Create a unified homeless system</b> The RFP for Unified Regional Approach consultant was released on May 26 and responses are due June 10. Thank you to Fred, Courtney and LaMont who provided feedback that was incorporated.</p> <p><b>Goal 2 – Ensure interventions are effective for all populations</b> This will be discussed during the second half of today's meeting.</p> <p><b>Goal 3 – Prevent homelessness</b> Prevention work is slated to begin this Summer. An RFP and NOFA for \$2M in ARPA money will be combined with rental assistance in a joint funding opportunity. They're working on prioritizing who should receive that funding.</p> <p><b>Goal 4 – Ensure adjacent systems address needs of people experiencing homelessness or at risk of homelessness</b> Redeveloping an infrastructure for metrics. A Data Analyst has been hired and will be working on the dashboards full-time beginning July 6. It will take some time.</p>	<p>Informa- tional</p>

TOPIC/WHO	DISCUSSION	ACTION
<p><b>Implementation Update- Gerrit Nyland, continued</b></p>	<p>Gerrit noted that for many goals strategies depend on funding availability.</p> <p><b>Goal 5 – Meet immediate needs of people experiencing homelessness</b> Working with adjacent systems - we need some different technology, to create more shelter. The FOB Hope Veterans Village has just launched, and there are other providers ready to host more shelters, just waiting for funding.</p> <p><b>Goal 6 – Expand the permanent housing system to meet the need</b> This is largely dependent on funding for our ability to expand rapid rehousing and diversion and vouchers.</p> <p>Fred asked about data dashboards. Once posted, how easy will they be to access? They'll be centralized in one location on the County website, and very easy to work through. Data from another system will come in. Gerrit's goal is to show more sophisticated than just numbers, but it may be just numbers to start.</p> <p>Gerrit asked about the pilot workforce development – what is it? Gerrit explained that we have \$300,000 in ARPA funding set aside for workforce development of tailored programs for people experiencing homelessness. For example, Goodwill did a pilot program that was replicated at Aspen Court and another shelter.</p> <p>The dashboards will largely function as the quantitative information about how the homeless system performed, such as how many people entered, how many exited, possibly even by the agency assisting them to exit, so you can see at a glance what is being accomplished as well as what needs we aren't meeting.</p> <p>Michael asked if CFV should be on the list of housing projects in section 6? Yes. Gerrit noted that the last page of the document he sent has a visualization laying out some of the spending and CFV shows there.</p> <p>Ned noted that we need to be cost-effective. He would like to see a metric for what it's costing us for each of the shelter options that we have. The contracting data warehouse is attempting to give us that information. We haven't had that available before so this should be very useful.</p> <p>Gerrit referenced the state's golden spreadsheet; unfortunately it's currently flawed because it doesn't include all of the costs.</p>	<p>Gerrit invited members to email him if they have more questions on the update.</p>

TOPIC/WHO	DISCUSSION	ACTION
<p><b>Implementation Update- Gerrit Nyland, continued</b></p>	<p>Caleb asked if Gerrit feels there might be any pushback from providers about private funds. Not sure, it might have to do with how data presented. Need to find ways to have information for folks so they can understand nuances and contexts about why certain programs were effective and can't necessarily be replicated for everything. So Gerrit's excited to have two data people coming on so they can help craft the message sensitively, without it being misleading.</p> <p>Caleb asked , at what point do shelters get on the list? When Gerrit knows they'll be happening – past the rumor page and near ready to launch.</p> <p>Courtney would like to see provider participant satisfaction scores. Gerrit agrees; perhaps something like texting someone after they've used a shelter, requesting feedback.</p>	<p>Discussion</p>
<p><b>Annual Qualitative Feedback Plan- Delmar Algee</b></p>	<p>From the Plan: <i>2.2 Engage twice yearly with individuals in target populations to identify concerns with the existing homeless crisis response system and needed program alterations or additional providers.</i></p> <p><i>2.4 Annually conduct a quantitative and qualitative service quality survey, including a "hope scale" type survey, of a sample of people experiencing homelessness. Ensure the survey is part of a trauma-informed process accessible to the widest possible audience, preferably administered by people experiencing homelessness themselves</i></p> <p>Delmar would like to come up with a qualitative feedback strategy today, including targeted universalism and how to capture what it looks like to homeless individuals, what their perspective is, so we can come up with the very best services for them. How well are we doing now? It's not a perfect system. How can we make things better?</p> <p>Faatima said that standardizing universal questions for each intervention type, for example providing a set of survey questions for shelters would be better than having each shelter do their own survey. It would be best to rotate the questions at different times of the year, because participants get tired of being asked the same questions over and over. Perhaps once a year an in-depth survey could be conducted, and a briefer version could be used in between.</p>	<p>Discussion</p>

TOPIC/WHO	DISCUSSION	ACTION
<p><b>Annual Qualitative Feedback Plan- Delmar Algee, continued</b></p>	<p>Michele said as we are crafting the questions, we need to be sure that they take an equity and trauma-informed approach and are racially and culturally appropriate. How do we ensure there’s an adequate population represented? How can we plan to be sure we’re speaking directly to the clients, including those in the streets?</p> <p>Michael said to consider race, gender and age when asking questions, and field test the questions before launched, to see how they land.</p> <p>Fred asked what will happen with these recommendations? Delmar explained that this group can help craft the survey. Fred feels that Pierce County has the best system and wants to get the services out to people who need them. He asked about Case Managers – is there a way for them to provide input? Yes, we want to know what things look like from Case Managers’ unique perspective as well, so we can improve the system to the best of our ability. The County meets with agencies monthly and that’s an opportunity for them to provide input. Gerrit added that as part of the Eco NW’s work, they worked with providers.</p> <p>Adam asked about the power dynamic – who’s going to be asking the questions? There are implications of government officials asking questions, and providers who are serving them as well. Delmar said that it’s a blank slate right now, for this group to work out the details.</p> <p>Michele suggested providing the responders with anonymity, to get candid answers. She suggested using local university graduate student interns, representing all populations, to administer the surveys.</p> <p>Courtney invited Delmar to the Lived Experience Coalition to work on the survey. She feels it’s important that it’s not someone from the agency serving clients who asks them the survey questions. A neutral space is needed to ask the questions, with neutral people asking them. Peer navigators are needed; they would be great to administer the surveys. Delmar agreed that the LEC should play a role in the survey process.</p> <p>Caleb suggested offering incentives, and including transparency, like having the client see you enter their responses, sealing the envelope, etc. It’s helpful to have guidelines and trainings beforehand so everyone’s on the same page.</p> <p>Delmar appreciated all of the input. He indicated that the CoC might want to be included in this project as well.</p>	<p>Discussion</p>

TOPIC/WHO	DISCUSSION	ACTION
<p><b>Meeting Review – Anika Moran</b></p>	<p>Does everyone feel they had a chance to be heard today? Yes! Does everyone feel like geographic and racial equity were used as a lens for conversation during this meeting? Yes! Any comments?</p> <p>Courtney said she appreciated how Anika reminded the group of the timeframe, but also how and when they can fit in further communication.</p> <p>Fred said it’s important from the transparency standpoint to get input from those who have been affected by homelessness in the business community. There are two business rep slots open on this Board. Heather said that she and Gerrit have both reached out to people without success. She encouraged any Board members who have business contacts to send her the contact info and she’ll be happy to reach out to them.</p>	<p>If you have any business contacts, please share them with Heather and Gerrit.</p>
<p><b>Next Meeting – Gerrit Nyland</b></p>	<p>We have quorum, 11 out of 18 members are present. Anika asked the group if they would like to nominate and vote on people for the Executive Board seats referenced in the charter, or if they would prefer to wait until next meeting.</p> <p>Gina asked that the notes include that we will vote at the next meeting for the Executive Board. Delmar seconded.</p> <p>The Executive Board will be composed of three to five members of the Board. One of its main purposes is to provide input on the meeting agendas for the full group meetings. They’ll also communicate on behalf of the Board.</p> <p>Tiffany pointed out that the next meeting is scheduled on Friday, July 1, the beginning of the holiday weekend. There may not be a quorum.</p> <p>Michael asked the group to send their proposals for Executive Board members to Anika to be voted on at the next meeting with a quorum present. Courtney also suggested nominating from the floor, via email or at the next meeting and voting in August.</p> <p>Anika asked people to vote for Michael’s and Courtney’s proposals. It was noted that they bleed together.</p>	<p>Please email Anika with your interest of serving on the Exec Committee, or nominations for the Exec Committee, to be voted on at the next meeting with a quorum.</p>
<p><b>Next Meeting</b></p>	<p>What would you like on the next meeting’s agenda? Gina would love to see an update on the business community representatives, and nominees for Exec Committee. Michael referenced the charter’s two suggested standing items: Staff Update on Implementation and Presentation and Review of Data and Metrics.</p>	<p>Please send agenda items to Gerrit.</p>

TOPIC/WHO	DISCUSSION	ACTION
<b>Public Comment and Good of the Order- Anika Moran</b>	Anika invited the public to comment.	None
<b>Adjournment</b>	The meeting adjourned at 2:48.	Thanks to all!

The next meeting of the Comprehensive Plan to End Homelessness Advisory Board is scheduled for Friday, July 1, from 1:00 to 3:00 on Zoom.

Respectfully submitted,

Becki Foutz  
Administrative Assistant



## **PIERCE COUNTY COMPREHENSIVE PLAN TO END HOMELESSNESS IMPLEMENTATION ADVISORY BOARD**

### **CHARTER**

Approved By Advisory Board, June 3, 2022

#### **1. BACKGROUND**

The Pierce County Council, by Resolution R2022-22s of March 15, 2022, directed the Human Services Department to convene “a Comprehensive Plan to End Homelessness Implementation Advisory Board.” The resolution’s provision for the Advisory Board states in full:

“The Pierce County Council directs the Human Service Department to do the following:  
. . . . 3. Regularly convene, through June of 2024, a Comprehensive Plan to End Homelessness Implementation Advisory Board, composed of members of the Steering Committee and other community representatives to ensure broad engagement.”  
[Resolution 2022-22s, Section 2.]

The Advisory Board follows the work of the Steering Committee (“Comprehensive Plan to End Homelessness Ad Hoc Committee”). The Pierce County Council had convened the Steering Committee by Resolution R2021-30s. That resolution provided as follows:

“Section 1. The Pierce County Council hereby establishes the Comprehensive Plan to End Homelessness Ad Hoc Committee to develop an action plan for the purpose of completing, in no more than six months, a comprehensive plan to end homelessness. The Committee’s action plan shall be delivered to the County Council no later than thirty days from the date of this Resolution.

“Section 2. The Ad Hoc Committee shall consist of ten members. Three members representing the Pierce County Human Services Department; two members representing the Continuum of Care Committee; one member representing the City of Tacoma; one member representing the City of Puyallup; one member representing the City of Lakewood; and two members representing the Tacoma Pierce County Coalition to End Homelessness. At least one member of the Ad Hoc Committee shall represent those with the lived experience of homelessness.”  
[Resolution R2021-30s]

The Steering Committee presented an Action Plan to the County Council Human Services Committee. The Council Committee adopted the Action Plan. The Action Plan included an expansion of the 10 member Ad Hoc Committee as follows:



“When discussing who should lead this work and oversee the larger comprehensive planning process, the Ad Hoc Committee generally supported creation of 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) in a meaningful way.
- Include and compensate experts with lived experience of being homeless.”

The Steering Committee delivered its proposed Comprehensive Plan to End Homelessness to the Pierce County Council. The Council adopted the plan on March 15, 2022 by the same Resolution R2022-22s. that convened the Advisory Board.

The Advisory Board, with the approval of the Human Services Department, adopts this Charter to direct its work. The Charter provides useful detail to supplement the direction of the Pierce County Council.

## **2. PURPOSE OF THE ADVISORY BOARD**

The purpose of the Advisory Board is to do the following:

- (1) To advise and support the Pierce County Human Services Department and the Pierce County Council on the implementation of the Comprehensive Plan to End Homelessness;
- (2) To serve as a community source of expectation that Pierce County will effectively implement that plan in a way that reflects the “urgent priority” the Pierce County Council declared in Resolution 2021-30s homelessness to be;
- (3) To monitor implementation of the plan from a system perspective;
- (4) To advocate for the policies, resources, and resolve that effective implementation will require.
- (5) To do this seeking a just and equitable resolution that accounts for the racial and gender disproportionately present among the population of persons experiencing homelessness.

### **3. COMPOSITION OF THE ADVISORY BOARD**

**3.1** Pursuant to Resolution 2022-22s, the Human Services Department shall convene and determine the membership of the Advisory Board. That resolution states that the Advisory Board members shall include “members of the Steering Committee and other community representatives to ensure broad engagement.” Section 2. The Action Plan provided more detailed direction on the composition of the Advisory Board. See Above.

**3.2** The Advisory Board will advise the Human Services Department on its appointment of members. In doing so, the Advisory Board shall urge appointments to give the Board a broad representation as follows, as within the direction from the County Council:

- community interests, in addition to those listed in Resolution 2021-30s and the Action Plan, including providers of shelter, housing and direct services to persons experiencing homelessness, affordable housing providers, public health authorities, law enforcement, neighborhood representatives, and businesses;
- those with lived experience of homelessness as single adults, families, and youth and young adults who were homeless without families;
- a diversity of members to reflect the racial and gender composition of persons experiencing homelessness in Pierce County;
- geographic diversity inside Pierce County.

### **4. Roles and Responsibilities of an Advisory Board Member**

**4.1** It is intended that the Advisory Board leverage the experiences, expertise, and of key individuals at organizations or representative of stakeholders. Advisory Board members are not responsible for managing or directing specific projects, but to provide support and guidance to those who do. Individually, Advisory Board members should:

- Represent, report to, and serve as a liaison to the organization or group they represent;
- Attend all advisory board meetings, and if unable to attend, designate an alternate;
- Help balance conflicting priorities;



- Foster communication outside the Advisory Board around the efforts to end homelessness.

## **5. ADVISORY BOARD EXECUTIVE COMMITTEE**

**5.1** *Establishment of an Executive Committee:* The Advisory Board shall establish an Executive Committee of at least three (3) but no more than five (5) Advisory Board members. The Advisory Board shall appoint the members of the Executive Committee, who shall serve at the discretion of the Advisory Board.

**5.2** *Executive Committee's Responsibilities and Authority:* The Executive Committee shall have the following responsibilities and authority:

- confer with Human Services Department staff for the purpose of setting the agenda for the Board's meetings;
- represent the Board and its work in communication with county staff and with members of the public;
- seek and accept the Board's direction about the substantive content of its representation and communication.

## **6. MEETINGS OF THE ADVISORY BOARD**

**6.1** *Frequency of Meeting:* The Human Services Department shall convene the Advisory Board at least monthly.

**6.2** *Agenda:* The Human Services Department staff and the Advisory Board's Executive Committee shall confer and together devise the agenda for Advisory Board meetings. Except when other topics require the meeting time, every agenda of the Advisory Board's regular meetings shall include the following two topics: (1) staff update on the implementation of the approved comprehensive plan; (2) staff presentation and review of the data and metrics on the extent and nature and trends of homelessness in Pierce County, especially information that shows the effect or lack of effect of the comprehensive plan's implementation.

**6.3** *Quorum:* Sixty percent (60%) of the Advisory Board's membership shall constitute a quorum

**6.4** *Making Decisions:* The Advisory Board will make decisions in the following way:

- A decision requires a quorum of the membership.



- The Advisory Board will seek but will not require a consensus to make a decision. For these purposes a consensus shows if everyone present at a Board meeting indicates approval of a proposal (thumb up) or a willingness to live with it (sideways thumb). Seeking a consensus means having adequate discussion, either before or after a vote, to review a member's reasons for disapproval (thumb down). However, the Board may act without a consensus if it shows an "adequate preponderance" of either approvals or a willingness to live with a proposal. An "adequate preponderance" will be sixty percent (60%) of the members in attendance.

Attendees can indicate their vote by a display of thumbs or by its verbal or written equivalent.

## 6.5 *Respectful Discussion*

Advisory Board members shall show the following qualities in Board discussions:

- preparation and review of material distributed in advance;
- attention to the discussion;
- encouragement of participation by all members and respect for all views;
- good humor;
- willingness to understand and support Board decisions even if a member disagrees with it.

## 7. MISCELLANEOUS

**7.1 Staff Support:** Human Services Department staff shall provide staff support for the Advisory Board. This support will include, but not be limited to, the following:

- convening Board meetings;
- providing meeting space, including virtual meeting space;
- printing and circulating meeting agendas in advance;
- preparing and circulating meeting written material in advance.