

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

1:00 – 3:00 p.m.

July 1, 2022

**Members:** Adam Reichenberger, Tacoma-Pierce County Health Department (alternate)  
 Alan Hartman, Youth Advisory Board - absent  
 Andrea Reay, Tacoma-Pierce Chamber  
 Caleb Carbone, City of Tacoma  
 Courtney Chandler, Associated Ministries (on leave until August)  
 Courtney Love, Lived Experience Coalition  
 David Schroedel, Tacoma-Pierce Chamber (alternate)  
 Delmar Algee, Pierce County Human Services Homeless Programs  
 Erika Tucci, Ben B. Cheney Foundation  
 Faatima Lawrence, Catholic Community Services  
 Fred Palmiero, East Pierce County  
 Gina Cabiddu, Children’s Home Society  
 Kevin Bates, Helping Hand House  
 LaMont Green, TAC  
 Maureen Howard, Homeless Coalition - excused  
 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  
 Selena Woods, Reach Center (alternate CoC rep)  
 Steve O’Ban, Pierce County Executive’s Office  
 Tiffany Speir, City of Lakewood  
 Travaris, Lived Experience Coalition (alternate) - absent

**Guests:** Richard VanCleave, James Pogue, Michael Yoder, Mark Merrill, Sarah McGhinnis, Marie Fallon, Mary Herman, Sally Perkins, Rainbow Center, Liz Heath, Cynthia Stewart, Jason Gauthier

**Staff:** 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>	Anika welcomed everyone and asked each to share what they’re doing this holiday weekend.	
Anika Moran	<b>Adam Reichenberger</b> – going to Farmer’s Market	
	<b>Andrea Reay</b> – having a BBQ at friend’s	
	<b>Caleb Carbone</b> - going to Lake Chelan	
		Icebreaker

TOPIC/WHO	DISCUSSION	ACTION
<p><b>Welcome/ Roll/ Icebreaker</b> Anika Moran</p>	<p><b>Courtney Love</b> – collecting signatures for Whole Washington, single payer healthcare movement</p> <p><b>David Schroedel</b> – taking kids for a bike ride along the waterfront</p> <p><b>Delmar Algee</b>- hang out with family, enjoy rare Tacoma sun</p> <p><b>Erika Tucci</b> – hanging out for wedding anniversary</p> <p><b>Faatima Lawrence</b>- entertaining mom, possibly at Puyallup Taste?</p> <p><b>Fred Palmiero</b>- enjoying the weather outdoors</p> <p><b>Gina Cabiddu</b> – Key Peninsula Children’s Home Society, leaving for Eastern WA for family reunion</p> <p><b>Kevin Bates</b> – working the weekend, taking Fourth off</p> <p><b>LaMont Green</b> – in beautiful Alaska for leadership retreat</p> <p><b>Michael Mirra</b>- working volunteer activities, 30-year tradition of meeting friends for a ballgame and reading of Declaration of Independence and other documents, discussing their meaning and history</p> <p><b>Dr. Michele Jackson</b> – recently submitted resignation as racial equity manager at TPCHD, actively working on replacing to maintain the perspective she brings</p> <p><b>Ned Witting</b> –kayaking on Lake Cushman, walking a 5K, having a patriotic breakfast and concert downtown</p> <p><b>Rob Huff</b> –running 10 miles every day, keeping dog calm amidst fireworks</p> <p><b>Selena Woods</b> – no plans</p> <p><b>Steve O’Ban</b> – on lake, unless it’s raining</p> <p><b>Tiffany Speir</b> – if her brother gets her car put back together, they will then work on her deck</p>	<p>Icebreaker</p>

TOPIC/WHO	DISCUSSION	ACTION
<p><b>Review Agenda-</b> Anika Moran</p>	<p>Anika asked if there were requests for changes to the agenda. None.</p>	<p>Agenda approved.</p>
<p><b>Approve Minutes-</b> Anika Moran</p>	<p>Gina moved to approve June’s meeting minutes. Delmar seconded the motion.</p>	<p>June minutes were approved.</p>
<p><b>Executive Board Election-</b> Anika Moran</p>	<p>Last meeting the group approved the charter, which included establishing an Executive Committee comprised of three to five members. Anika asked the group to raise their hand to volunteer or nominate someone. Michael nominated Faatima Lawrence. LaMont nominated Courtney Love, Michael Mirra and Rob Huff. Tiffany offered to participate. Delmar nominated Erika Tucci. Courtney nominated Michele Jackson. Michele declined as she may not be participating on this Board in the future since she’s leaving the Health Department. Michael and Rob agreed that Michael would decline. Rob doesn’t anticipate being a voting member of this Board once Maureen returns. The group voted on each nominee.</p>	<p>Faatima, Courtney, Tiffany, Erika &amp; Rob were elected to the Executive Board!</p>
<p><b>Behavioral Health System and People Experiencing Homelessness</b> - Richard VanCleave</p>	<p>Richard VanCleave, Pierce County Human Services Behavioral Health Manager, provided an informative presentation on Pierce County Human Services’ Behavioral Health Division. They provide guidance and recommendations; identify community needs; problem-solve with funders, providers, and stakeholders; provide leadership and advocacy for Pierce County’s BH system; and administer the BH tax, liquor tax and general fund programs. The division currently has three employees, Richard, Arrika Rayburn and Taffi Wheeldon. They began with six programs. They spoke with the community and analyzed data to develop the Behavioral Health Improvement Plan (BHIP) then wrote an RFP for programs based on the BHIP. The majority of the funding for the biennium was based on the RFP process, while the County Council set aside some funding for new therapeutic court staff, Trueblood staff, an alternative response team and a BH workforce study. A subcommittee of the BH Advisory Board reviewed 32 RFP applications and interviewed candidates in March and the County Council approved funding recommendations in May, including three programs of their choosing. Courtney asked about the alternative response team. The Sheriff’s Department contracts with MultiCare for the team. Michele asked about the Governor’s plan – can we discuss decriminalization of poverty and homelessness. Richard added that the alternative response team hasn’t started yet. It won’t be a replication of co-responders, but focuses on when the Sheriff’s Department is called but the need is more social service-focused.</p>	<p>Informational</p>

TOPIC/WHO	DISCUSSION	ACTION
<p><b>Behavioral Health System and People Experiencing Homelessness</b> - Richard VanCleave, continued</p>	<p>BHIP funding targets include: Community education; wellness, prevention and early intervention; outpatient and community-based services; crisis and inpatient services; services for justice-involved populations; and BH housing supports.</p> <p>Courtney said that a friend recently had a BH crisis and six police responded with one BH specialist. She asked why the funding was going through the Sheriff's Department; it should go to the providers who can call the police if needed. Police are already paid through taxes. Richard explained that it's a pass-through with all of the funding going to the Designated Crisis Responders, from MultiCare.</p> <p>Michael asked Richard if any of the programs were housing-related. Housing-related services include Catholic Community Services Case Management and Outreach, CLR shelter services and Lucid Living, which provides housing supports.</p> <p>Caleb noted that MultiCare has the contract to train DCRs. Has there been any discussion on expanding the field for DCRs? Richard said that we don't spend all of the money for DCRs because we can't keep the positions full; that's a part of the systemwide BH workforce issue.</p> <p>Michele wrote one of the grants and she said that there needs to be blatant language around equity. All recipients of the funding should assure that they're providing culturally-relevant services to the County. We need to incorporate the equitable lens in our work. Richard said that BH is working with providers to get measurements on who's being served, and where. Providers sometimes push back on providing that information.</p> <p>Fred asked who decided who would be funded. Richard explained that a gap analysis was done to determine the need, based on that, there was an open competitive RFP application process. A BH Advisory Board subcommittee scored the applications and interviewed applicants. The BH Advisory Board approved the subcommittee's recommendations, which then went on to the Pierce County Council. The Council approved the recommendations with a few additional programs of their choosing. There are performance targets in all contracts, including outcomes and outputs.</p>	

TOPIC/WHO	DISCUSSION	ACTION
<p><b>Behavioral Health System and People Experiencing Homelessness</b> -James Pogue</p>	<p>James Pogue of Comprehensive Life Resources introduced the notion: If we bring BH services to shelters, does it improve outcomes? To determine this, a team of one MHP and two counselors, deputized therapists are partnering with three different types of shelters: the LIHI micro shelter, Tacoma Rescue Mission and New Hope, a drop-in center in Puyallup. Each week the team will have a station at each shelter. They will identify residents who are interested in connecting with MH, with a hybrid model of talk therapy. It could be one-time brief therapy, or an intake for longer-term services. They'll be on site; they may not bill Medicaid. The team will also conduct onsite training with all employees on trauma-informed care, and how to advocate for and work with clients with BH issues. If there's enough interest, they will keep someone on site. LIHI is paying them directly. They hope to be able to compare those served to those who aren't, in order to measure effectiveness of this pilot. Anika added that we'll be working with Notre Dame on a randomized control trial of the BH services in homeless shelters. No one will be denied services. The trial will be run by a review board, working with academics to conduct a rigorous impact evaluation. This will contribute to national research.</p> <p>Fred asked if any of the programs have been tried before. James explained that at least one is a pilot, and some are expansions. Richard agreed that it's a mix. Probably 80% of the programs existed before, but we're covering additional populations, for example, some may not have had access to them before due to their type of funding available.</p>	<p>Thank you, James and Richard! They may be reached via email with additional questions:</p> <p><a href="mailto:jpogue@cmhshare.org">jpogue@cmhshare.org</a></p> <p><a href="mailto:richard.vancleave@piercecounitywa.gov">richard.vancleave@piercecounitywa.gov</a></p>
<p><b>Shared Housing</b> -Mike Yoder and Mark Merrill</p>	<p>Mike Yoder and Mark Merrill of Associated Ministries led a presentation about Shared Housing. Mike commended the advisory board members for their work thus far. As of January 1, Shared Housing Initiatives and Associated Ministries merged. Mary Herman is Manager of Community Programs. Marie Fallon and Sarah McGhinnis do this work on a daily basis and will be available for questions at the end. Shared Housing was included in both the CoC's Road Home <i>Five-Year Plan to Address Homelessness</i> as a key strategy, and in Pierce County's <i>Comprehensive Plan to End Homelessness</i> in Goal 3.3 and 6.5. Shared Housing is a key intervention to prevent homelessness, nationwide. Renting a home in a room may be the only housing option for those at certain income levels.</p> <p>Mark defined Home Sharing: a living arrangement in which two or more unrelated people share a house or apartment. A home share program provides a service that helps to match a person who has an extra room or separate unit available (a provider) with a seeker who is looking for a place to live.</p>	<p>Discussion</p>

TOPIC/WHO	DISCUSSION	ACTION
<p><b>Shared Housing</b> -Mike Yoder and Mark Merrill, continued</p>	<p>Home sharing helps to prevent individuals from entering homelessness by leveraging a spare room, while at the same time reduces homeless numbers by creating an affordable housing option for those experiencing homelessness or unstable housing. Other housing interventions impact prevention <u>or</u> reduction; shared housing impacts <u>both</u>. Home sharing lowers adjacent system costs and fosters a support network to prevent future bouts of homelessness and chronic homelessness. It's one of the only options viable for serving households at or below 50% AMI outside of subsidized voucher programs.</p> <p>Benefits include: builds density in neighborhoods, can be scaled up quickly, lowers tax burden, cost-effective (\$15/night, compared to \$56/night for congregate shelter, tiny house village or safe encampment, or \$105 for hotel rental, \$40/night for rapid rehousing, or \$98/night for state prison); improves physical and mental health outcomes, especially for older participants; benefits the community by helping to keep neighborhoods stable and vibrant; lessens the need for public services such as EMS calls; and it's better for the environment as it puts underutilized assets to use.</p> <p>Mary Herman spoke about capacity: the Youth Host Home program serves about 20 young adults with two FTE, at the cost of \$32/night. It provides stable housing with wraparound case management to assist participants to graduate into permanent housing. 82% maintained their housing for three months or longer. The Adult Home Share program currently facilitates 40 home share matches a year, with 1.5 FTE at the cost of \$15/night per match. The average length of a home share match is 28 months.</p> <p>AM is exploring expanding their home share programs, including expanding the adult home share program into rural and unincorporated Pierce County. They would like to concentrate the recruitment of youth host home providers in LGBTQ and BIPOC communities. This will enhance and strengthen outcomes by providing a housing environment that is affirming and culturally supported. They also want to partner with other non-profit and for-profit organizations for increased prevention of housing insecurity or homelessness. For example, working with mortgage companies and property management companies to identify households in the early stages of falling behind on payments or rent. Another strategy would be to partner with homeowners with homes in which they do not reside. They're also looking at directing outreach to underserved and/or specific populations, to create a housing option based on the home share model.</p> <p>Fred asked how <i>Project Homeless Connect</i> went. They had over 50 community resource providers and 432 connections to services! It was held in Fife due to the recent popping up of homeless encampments in Fife. Lunch was provided.</p>	<p>Informational</p>

TOPIC/WHO	DISCUSSION	ACTION
<p><b>Shared Housing</b> -Mike Yoder and Mark Merrill, continued</p>	<p>Michele asked if AM is a religious organization? Yes. They have no religious mandates around services. How does this impact the LGBTQIA community? AM is aware that some may not want to come in due to the name “Ministries,” over the door. They’re trying to ensure that they are welcoming to all. All staff members receive regular cultural competency and DEI training. They conduct client surveys. Mary added that these factors are ingrained in hiring practices as well. Mark said that at the time of merging with AM, all Shared Housing Youth Host Homes were LGBTQ.</p> <p>What about homes for families with children? Home sharing is more difficult for larger families. Some single parents have been served but larger families may not find shared housing their best option.</p> <p>Michael added that shared housing can be labor-intensive in finding host homes. It’s an immediate scale-up, low-cost housing option that could make an impact over the very short-term.</p> <p>Courtney’s enthusiastic about shared housing. As someone who is gluten-free and dairy-free, she encouraged AM to incorporate food sensitivities and allergies into the screening process.</p>	
<p><b>Implementation Update</b> Gerrit Nyland</p>	<p>Gerrit gave a condensed version of the implementation update that was included in the meeting packet. Two submissions for URO consultant have been received. A committee convenes next Tuesday to hear and review oral presentations. It will be held over to see if there are additional applicants. The data warehouse is moving along, just not ready for publication yet.</p> <p>Numbers of homeless have increased: last July we estimated 3300, now about 4300. Interesting that it’s increasing; we’re doing more coordinated entry, and more outreach. The increase is mostly in Tacoma, and mostly not chronically homeless people.</p> <p>Erika thanked Gerrit for the report. She noted that the RFP is a critical piece of this regional approach, and no one from the private sector was involved in designing the RFP or reviewing responses. Gerrit sees a lot of the work of the consultant as bringing together government agencies. In some ways this is a trust-building exercise among government partners. Erika asked if a private sector person could be added to the review. Courtney asked if someone could define “private sector.”</p>	<p>Informational Discussion</p> <p>Please see the Chat included at the end of these notes for the definition of private sector.</p>

TOPIC/WHO	DISCUSSION	ACTION
<p><b>Implementation Update-</b> Gerrit Nyland, continued</p>	<p>Fred said that he looked at the web page and noticed that there’s \$250M in funding over the next few years. He asked if the \$32M in Gerrit’s update was included in the \$250M? Gerrit explained that the \$250M is a very broad overview of funding. The \$32M is what’s flowing through the County to pay day-to-day salaries and costs of Rapid Rehousing, Coordinated Entry, outreach workers, rental assistance, etc. Fred noted that it works out to \$10M/month and he’d like to see how it’s being spent per month. Gerrit noted that in the work plan they’ll be developing more transparency, and easy to access information on the homeless system.</p> <p>Andrea reported that Chamber, while a non-profit, represents 1300 private businesses.</p> <p>David added that private sector is non-governmental entities. The point Erika was trying to make is to have a variety of people around the table, not just government. He noted that we don’t have shared definitions on a lot of things. He’s hoping that he can get some onboarding materials and background, including how decisions have been made.</p>	<p>Gerrit will email about orienting new Board members.</p>
<p><b>Public Comment &amp; Good of the Order-</b> Anika Moran</p>	<p>Sally Perkins is looking at Community First Village at \$21M and everything else is quite significantly smaller. She asked that this Board be briefed regularly about CFV and allowed input. She believes in adding sectors beyond government; everyone in the community needs their trust built. The business community needs to be included in constructive solutions. She asked the Executive Committee to factor those two things into ongoing Board conversations.</p> <p>Fred asked if the business representative positions have been filled. We have one more business position and Heather Moss is working on filling it. Representation of the Youth Advisory Board has been a challenge. Fred noted that the Charter stated that the topics of <i>Staff Update</i> and <i>Review of Data and Metrics</i> are to be standing items; Fred would like to have them covered at each meeting, with 15 minutes discussion time for each. Gerrit said that the new Executive Committee will be developing agendas. The charter lists those as standing agenda items unless something else crowds it out.</p> <p>Michael asked Mark if anything came from the discussion with THA. They’re revisiting the vouchers and exploring where in the process providers should identify that the client is moving into a place.</p>	<p>Discussion</p>



TOPIC/WHO	DISCUSSION	ACTION
<p><b>Public Comment &amp; Good of the Order-</b> Anika Moran, continued</p>	<p>Fred asked how to access the RFPs related to homelessness, and the contracts that go with the RFPs? Gerrit explained that you can sign up to receive notifications of notices of funding availability such as RFPs. He'll check into whether contracts can be accessed.</p>	<p>Gerrit will look into whether the contracts connected to the RFPs may be accessed.</p>
<p><b>Adjournment</b></p>	<p>The meeting adjourned at 3:00 p.m.</p>	<p>Thanks to all!</p>

The next meeting of the Comprehensive Plan to End Homelessness Advisory Board is scheduled for Friday, August 5, from 1:00 to 3:00 on Zoom.

Respectfully submitted,

Becki Foutz  
 Administrative Assistant

## Chat from 7/1/22 CPEH

**From Erika Tucci to All Panelists 12:58 PM**

Yes! Welcome Andrea!

**From Gina Cabiddu, she/her, CHSW to All Panelists 01:10 PM**

Thank you for letting us know Michele, I've so appreciated getting to work alongside you in this space.

**From Lamont Green to All Panelists 01:16 PM**

I nominate Courtney Love

**From Rob Huff to Everyone 01:21 PM**

I am happy to step back

Michael, you would add more than I would to the Exec Comm

**From Tiffany Speir to All Panelists 01:23 PM**

Yes

**From Selena Woods to All Panelists 01:24 PM**

yes

**From Tiffany Speir to All Panelists 01:26 PM**

Yes

Thanks all

Yes

Yes

**From Selena Woods to All Panelists 01:26 PM**

yes

**From Faatima Lawrence to All Panelists 01:27 PM**

Thank you everyone!!

**From Rob Huff to Everyone 01:27 PM**

Thank you!

**From Michele Jackson to Everyone 01:52 PM**

I would be happy to share our Proposal for anyone that would like to review our measures.

**From Richard VanCleave to Everyone 02:05 PM**

Official BH Tax Awards Resolution

<https://oz.co.pierce.wa.us/cfapps/council/model/otDocDownload.cfm?id=21085252&fileName=R2022-76%20Signed%20Final%20Resolution%20with%20Exhibits.pdf&docType=proposalDocument>

BHIP

<https://www.piercecountywa.gov/DocumentCenter/View/109972/2021-Behavioral-Health-Improvement-Plan-BHIP>

BHAB Page

<https://www.piercecountywa.gov/7217/Behavioral-Health-Advisory-Board>

[Richard.vancleave@piercecounywa.gov](mailto:Richard.vancleave@piercecounywa.gov)

**From Gina Cabiddu, she/her, CHSW to All Panelists 02:05 PM**

Thanks both!

**From James Pogue to Everyone 02:05 PM**

James Pogue, Comprehensive Life Resources, [jpogue@cmhshare.org](mailto:jpogue@cmhshare.org)

**From Gina Cabiddu, she/her, CHSW to All Panelists 02:12 PM**

Hi Mark!

**From Michele Jackson to Everyone 02:26 PM**

Is Associated Ministries a religious based organization? If so, how will you assure your services are not a deterrent for those who do not align with your organization's religious beliefs?

For the community outreach focus: What training/education will these community workers have regarding culturally and racially appropriate communications and services?

How would "shared housing work for families with children?

FYI - Images matter (All of the images you chose to represent 'shared housing' in this presentation center whiteness and are not representative of the Community.

**From Michael Yoder to Everyone 02:26 PM**

AM is faith-based in its underlying nonprofit status, but there are no faith-related aspects or requirements for our clients or staff.

**From Michele Jackson to Everyone 02:29 PM**

How would home sharing increase self sufficiency for adults (particularly families)?

Most of the benefits of focus are systemic (working best for systems/structures not necessarily community members needing these services. How will home sharing (not) be a deterrent for home ownership? Will this focus provide the necessary tools (economic) to help families that need these service - transition out of these services?

**From Rainbow Center to All Panelists 02:32 PM**

Thank you, Michelle!

Thank you, Michael!

**From Courtney Love to All Panelists 02:32 PM**

I'm a Lived Experience person, not LGBTQIA and have still avoided AM because of the perception of religion based services.

**From Michael Yoder to Everyone 02:35 PM**

All AM staff, including the shared housing team, receive ongoing training in DEI, cultural competency, strengths-based service delivery, etc.

**From Tiffany Speir to All Panelists 02:39 PM**

In favor

**From Michael Yoder to Everyone 02:39 PM**

I hear you, Courtney, perception is very difficult to overcome. We will continue to work very hard to assure there are never religious overtones in any of our service delivery.

**From Gina Cabiddu, she/her, CHSW to All Panelists 02:39 PM**

I would like to see the full 5 also- I'm happy to stay later as needed.

**From Erika Tucci to All Panelists 02:39 PM**

I agree that implementation part is critical

**From Courtney Love to All Panelists 02:39 PM**

I have a brief comment

**From Gina Cabiddu, she/her, CHSW to All Panelists 02:40 PM**

Agreed

**From Mark Merrill (he/him) Associated Ministries to Everyone 02:43 PM**

Michael Yoder, Executive Director [michaely@associatedministries.org](mailto:michaely@associatedministries.org)  
Mark Merrill, Director of Strategic Initiatives [markm@associatedministries.org](mailto:markm@associatedministries.org)  
Mary Herman, Program Outreach Coordinator [maryh@associatedministries.org](mailto:maryh@associatedministries.org)  
Marie Fallon, Adult Home Share Specialist [marief@associatedministries.org](mailto:marief@associatedministries.org)  
Sarah McGhinnis, Youth Host Home Specialist [sarahm@associatedministries.org](mailto:sarahm@associatedministries.org)

**From Sarah McGhinnis Youth Shared Housing AM to All Panelists 02:44 PM**

Courtney, my partner is Celiac and I know that it is really hard for him. One thing I love about our program is that the host and the participant always get to meet at a "match meet" and talk about things like that. Both have the opportunity to decide what works best. The AM staff get to know the hosts plus get to know the participants and try to make the best match possible. I appreciate you bringing that up.

**From Courtney Love to All Panelists 02:46 PM**

thank you Sarah, but I wouldn't want to get to the meet and greet point before finding out our kitchens weren't compatible.

can we define "private sector"?

**From Anika Moran to Everyone 02:47 PM**

For your meeting review - As you know, the objective of this section is to ensure that racial and geographic equity are included in this meeting. I think, as we've seen in past meetings, this group continues to be good at asking the questions that prompt conversation around equity. While there are multiple folks who contribute this is as a strength to these meetings, I want to recognize that Michele has been an important voice in the last few months, making sure we don't lose sight of equity considerations in the discussion and implementation of the comprehensive plan. I hope she's able to

stay with us in future work, and if not, she's leaving big shoes to fill that I know others will step into.

Please, email me at [anika@piercecountywa.gov](mailto:anika@piercecountywa.gov) with your thoughts on whether you think racial and geographic equity were included in this meeting.

**From Mark Merrill (he/him) Associated Ministreis to Everyone 02:50 PM**

Courtney, the vetting/intake process we use is very individualized and personal. So if a provider or seeker have special needs/concerns, we are able to prioritize that. i.e food allergies and other health issues, pet compatibility, physical environment, etc.

**From Courtney Love to All Panelists 02:52 PM**

Thank you, Mary, Sarah, and Mark

**From Andrea Reay to All Panelists 02:52 PM**

pri·vate sec·tor

[ˈprɪvɪt ˈsektər]

NOUN

the part of the national economy that is not under direct government control:

**From Rob Huff to Everyone 03:00 PM**

Thank you everyone

**From Gina Cabiddu, she/her, CHSW to All Panelists 03:00 PM**

Thank you all!