

Comprehensive Plan to End Homelessness ADVISORY BOARD AGENDA

Friday, October 7, 2022 – 1:00 – 3:00 p.m.

| Time | # | Task |
|------------------|-----------|--|
| 1:00 (10 min) | 1 | Roll Call and Review Agenda <i>Objective:</i> check in and determine if we need to alter the agenda <ul style="list-style-type: none"> • Roll call and Icebreaker |
| 1:10 (5 min) | 2 | Approve Minutes <i>Objective:</i> Ensure minutes reflect conversation <i>Leader:</i> Anika Moran |
| 1:15 (10 min) | 3 | Unified Regional Approach Consultant status update <i>Objective:</i> Update on consultant activities <i>Presenters:</i> Reed Connell, Eliza Blackorby – Social Change Partners |
| 1:25 (10 min) | 4 | Data and Metric Review <i>Objective:</i> Understand new sources of data <i>Presenters:</i> Ashley Colburn |
| 1:35 (10 min) | 5 | Communication Update <i>Objective:</i> Understand and influence communication efforts <i>Presenters:</i> Kari Moore |
| 1:45 (5 min) | 6 | Break <i>Objective:</i> health and safety break |
| 1:50 (40 min) | 7 | Potential Operational Funding sources <i>Objective:</i> provide feedback on suggested operational funding options to present to County Council Breakout Groups and group facilitator <ul style="list-style-type: none"> • Private Sector (Philanthropic, Business, Faith) – Erika Tucci • City and County –Faatima Lawrence and Tiffany Spier • State and Federal – Rob Huff |
| 2:30 (10 min) | 8 | Implementation Update <i>Objective:</i> updates on implementation projects <i>Leader:</i> Gerrit Nyland |
| 2:40 (5 min) | 9 | Old Business <i>Objective:</i> Items from prior meeting that require a response <i>Leader:</i> Gerrit Nyland |
| 2:45 (5 min) | 10 | Meeting Review <i>Objective:</i> review how race and geographic equity were included today. <i>Leader:</i> Anika Moran |
| 2:50 (10 min) | 11 | Public Comment and Good of the Order <i>Objective:</i> get input from the public attending the meeting <i>Leader:</i> Anika Moran |

Next Meeting – Friday, November 4, 1:00pm to 3:00pm

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 your hand' 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 back to 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.
10. Committee members will recuse themselves from voting when there is an actual or perceived conflict of interest.

COMPREHENSIVE PLAN TO END HOMELESSNESS IMPLEMENTATION PLAN UPDATE

OCTOBER 7, 2022

Below is a brief update on a variety of initiatives in the implementation of the Comprehensive Plan to End Homelessness.

DATA DASHBOARDS

The development of data dashboards is broken into three distinct projects. Each project is key the deployment of some or all the new data dashboards.

- 1) Creation of a new data warehouse – This project is a shift of data structures from an existing flat file approach to a star schema typical of business analytics data warehouses. It also moves to the current County technology infrastructure.
 - a. Phase I of data warehouse is in initial testing and on schedule for completion on October 28, 2022.
- 2) Development of data visualizations – this project is to create data visualizations for use in dashboards. Current Timeline:
 - a. Enrollment and Exit Counts by Project Type - November 1, 2022
 - b. Length of Stay - December 1, 2022
 - c. Permanent Housing Retention January 1, 2023
 - d. Contract Awards - February 1, 2023
 - e. Shelter Locations - March 1, 2023
 - f. Shelter Proximity to Need - April 1, 2023
 - g. Wait Times - May 1, 2023
- 3) Developing additional data marts – this project is to create non-HMIS data stores for use in dashboards
 - a. Homeless program contracts – Centralizing all homeless system contract information is underway. Contract database now includes Pierce County and Tacoma projects. Decision was made to include current expenditures from the County finance system, which pushes launch date to February 1, 2023
 - b. Affordable Housing – centralized database of all affordable housing project both existing and in the pipeline. Initial dashboard published on the [South Sound Housing Affordable Housing Partners \(SSHA3P\) website](#). Current dashboard shows a subset of affordable housing projects completed 2017-2021. Additional projects will be added as the dashboard is further developed.
 - c. Institutional Exit Counts – data mart with monthly counts of exits to homelessness from institutional settings. Project not yet started. Expected completion by December 2022.

- d. Rent Assistance – Current [data mart of rental assistance](#) is operational. Correlating rental assistance clients to homeless system enrollments, as well as porting the homeless assistance data mart as rental assistance data moves to the Homeless Management Information System (HMIS) is not yet scheduled.

ADJACENT SYSTEMS

WORKFORCE DEVELOPMENT

Request for Proposals (RFP) for the Pilot Workforce Development for People Experiencing Homelessness project is targeted for Q4 of 2022.

TRANSPORTATION

The 500 bus vouchers as part of the ARPA funded pilot transportation project have been distributed to service providers and are in use by clients. First quarter usage showed over 3,000 trips taken.

BEHAVIORAL HEALTH SYSTEM

Awaiting completion of a county-wide behavioral health system gap analysis slated for availability in January of 2023. Bringing County Behavioral Health team to Advisory Committee meeting.

CORRECTIONAL SYSTEM

Working with Pierce County Probation team on potential replication of the transitional housing program operating out of the Washington County Community Corrections Center outside of Portland, Oregon.

VETERAN PROGRAMS

Meeting regularly with the Pierce County Veterans Steering Committee. Work is being done to integrate the veteran rental assistance program into the County's rental assistance portal.

Many potential projects are under consideration from a variety of sources, including an affordable housing project and potentially Housing and Urban Development Veteran Administration Supportive Housing (HUD-VASH) vouchers in coming permanent supportive housing projects.

The City of Lakewood has capital funding available in a [Request for Proposals for an Emergency Shelter for veterans](#) closing non October 17, 2022.

AFFORDABLE HOUSING

- As of October 4, roughly 2,500 affordable housing units are in development.
- [\\$17.7M in 2022 affordable housing financing awarded](#) to a mix of different projects
- A combined \$24M in State Rapid Acquisition 2.0 and City of Tacoma funding allowed LIHI to purchase the 82 unit Heron apartment building for use as a mix of Permanent Supportive Housing and affordable workforce housing.
- Community First Village project is moving in October to Council to fully allocate the \$22M set aside the project. This project will create at least 150 permanent supportive housing units.

SHELTER SYSTEM

JOINT SHELTER NOTICE OF FUNDING AVAILABILITY COMING IN OCTOBER, 2022.

A joint notice of funding availability (NOFA) bringing four separate funding streams together will be posted in October, 2022, with first review of proposals in November, 2022. Proposals can be for each separate streams, portions of those streams, or join the funding streams into a single project. The four funding sources:

- MEDICAL RESPITE SHELTER - \$4.6M of HOME-ARP capital funding for the purchase of a facility. Additional funding via federal earmarks is still pending.
- HOTEL PURCHASE - \$5M of ARPA capital will be available for a hotel purchase. An additional \$3M+ from the federal earmark process is still pending.
- SHELTER ACCESS POINT - \$1M of ARPA funding for capital and operations for a 30 bed 72-hour shelter with 24x7 staffing to coordinate entry into the shelter system.
- NEW SHELTER IN UNDERSERVED GEOGRAPHIC AREA - \$3.4M in ARPA funding for 60+ unit non-congregate shelter to be constructed and operated for 2years.

RIGHT OF WAY FUNDING

The State Department of Commerce is releasing around \$35M for the 7/1/2022 to 6/30/2023 period for Pierce County projects that move people from the state right of way into improved situations – which can be anything from safe parking and shelter to permanent housing. Continued operational funding of \$10M will be provided in each of the two following years, with an expectation of funding to continue indefinitely. Pierce County has finalized a slate of project for funding and is working with the State on a memorandum of understanding and contracts for provider agencies. Official announcement of funding will take place in late October, 2022.

34TH AND PACIFIC SHELTER PROJECT

The City of Tacoma is developing a new shelter on the 34th and Pacific property in Tacoma. The site will begin with tents and be operational by late October, 2022, before being converting to tiny houses. Eventual site population will be around 50 units.

HOMELESS PREVENTION

STATE EVICTION PREVENTION FUNDING

The State funded eviction prevention Notice of Funding Availability (NOFA) closed on September 30. Award announcement expected in October 2022. This funding is for three years of operation with State Rent Assistance funding. State eviction prevention funding require integration with the Coordinated Entry system. So, the Coordinated Entry system will undergo changes to expand beyond people experiencing literal homelessness and fleeing domestic violence to households at risk of homelessness. Details on this change are still in development.

CASE MANAGEMENT FOR DOUBLED UP AND HOUSEHOLDS STAYING IN MOTELS
\$2M of American Rescue Plan Act (ARPA) funding will be released in Q4 2022 in a NOFA for households without a lease but not experiencing homelessness – primarily households living doubled up or in a hotel/motel. Funding is designed around a 2-year program offering Diversion-like case management and temporary financial assistance.

ESTABLISHING CRITERIA FOR EVICTION PREVENTION ELIGIBILITY

Delays in state rent assistance criteria pushed the deadline to refine homeless prevention program eligibility criteria to October 2022. Initial conversations are underway with public engagement on planned for September and October 2022.

UNIFIED REGIONAL APPROACH

Social Change Partners is engaging stakeholders and conducting research on models in other communities. Preliminary recommendations will be provided in November 2022 with a presentation to County Council in December 2022. Additional update information is available in Social Change Partners September Status Update.

CLOSE FUNDING GAP

Preliminary funding options document provided to Advisory board for discussion and refinement during October Advisory Board meeting and possibly in committee meetings in October.

QUALITATIVE ASSESSMENT OF HOMELESS SYSTEM

Initiating conversations with Advisory Board and Continuum of Care to develop assessment methodology with implementation in Q4 2022 or Q1 2023.

BY NAME LIST DEVELOPMENT

The cities of Puyallup, Tacoma, Fife and Lakewood are meeting with Pierce County staff to develop the most effective approach to managing a by name list. Initial business needs assessment will be undertaken to determine best approach for both the by name list and an encampment tracking tool. Business Needs assessment should be complete in early Q4 2022 with technology solution selected in late Q4 2022 and implementation targeted for Q1 or Q2 of 2023, with expanded adoption for wider set of organizations interacting with people experiencing homelessness.

When complete, the count of individuals on the By Name list will replace the current methodology for counting people currently experiencing homelessness. Using the By Name list for the official count of people experiencing homelessness shouldn't substantially change the number but will help to highlight the importance of actively managing the list.

NAVIGATION SERVICES

Inside Passage, the agency contracted with \$1.5M in ARPA funding, expanded navigation services to all populations via the Critical Time Intervention model in July 2022.

TECHNICAL ASSISTANCE

Technical Assistance is now available to nonprofits currently funded for work in the homeless system or interested in being funded for work in the homeless system. [501 Commons](#), based out of Seattle, will provide technical assistance in a wide variety of topics, including board development, accounting practices, grant writing, human resources, policies and procedures, and more.



To: Pierce County Comprehensive Plan to End Homelessness Advisory Board
From: Social Change Partners
Date: September 28, 2022
Re: September Status Update

Dear Advisory Board,

This memo provides an update to the Pierce County Comprehensive Plan Advisory Board on our activities for the month of September.

Activities to Date

We held many deeply insightful and informative interviews this month. Thank you to everyone who spoke with us or connected us with someone. Your help has been invaluable.

Although we held many interviews in September, scheduling has proven a bit of a challenge, especially with many being out of office for the end of summer and Labor Day weekend. For this reason, our timeline may end up getting pushed back as we work to accommodate everyone's schedule and make sure we talk to representatives from each key area and jurisdiction.

Since our last update to you all, we have met with:

- Andrea Reay, Tacoma-Pierce County Chamber
- Adam Reichenberger, Tacoma-Pierce County Health Department
- David Schroedel, Tacoma-Pierce County Chamber
- Ed Jacobs, Tacoma Shelter Chaplain
- Gina Marie Cabiddu, Children's Home Society
- James Pogue, Comprehensive Life Resources
- Kirstin Hofmann, City of Puyallup
- Michael Mirra, Affordable Housing Advocate
- Russ Blount, City of Fife
- Timothy Anderson, City of Fife
- Wendy Wotjanowicz, Communities In Schools of Peninsula

We are scheduled to meet with:

- Cathy Pick, Tacoma Tenants Union
- Continuum of Care's Racial Equity Committee
- Debbi Trosvig, Homeless Prevention & Response System Strategic Plan, Snohomish County
- Felicia Salcedo, We Are In, King County
- Fred Palmiero, Community Representative

- Jeffrey Boyce, Episcopal Diocese Homeless Ministries
- LaMont Green, Washington State Lived Experience Coalition

And we are in the process of scheduling with still more folks, including stakeholders familiar with the success factors of URAs in other jurisdictions.

Some major emerging themes of our interviews thus far include:

- Interlocal agreements will be critical to dividing responsibilities and ensuring accountability;
- Best to identify early and relatively easy successes that can increase momentum at the project start;
- Emergency response needs to be planned out and prioritized from the beginning;
- It's critical to ensure geographic equity via new, smaller contracts to provide services where people are; and
- We need to further clarify the relative advantages of possible administrative models – a new stand alone office versus a coordinating body that relies on existing infrastructure – how will procurement, data collection and sharing, logistics and coordination, funding development and revenue maximization, and zoning and planning all function?

We intend to make all of these themes a significant line of inquiry in our interviews with representatives of other jurisdictions.

Research and Data Analysis

As we begin to wind down interviews, we will ramp up our research and data analysis in earnest. As mentioned last time, one board member recommended that we look into the model in Montgomery County, OH. The other models listed here were either cited in the Plan or mentioned in a past Board meeting. The following list includes the jurisdictions we have begun to research:

- King County, Washington
- Snohomish County, Washington
- Montgomery County, Ohio
- Richmond, Virginia
- Austin, Texas
- Houston, Texas
- Columbus, Ohio
- Guam

Some of our key takeaways (or, more accurately, new questions!) from our research thus far follow:

- Centralized communications strategy can be key in mobilizing the community, keeping the attention of elected officials, and educating everyone re: what's happening.

- Some California jurisdictions have made discrete investments in communication - e.g. in the Bay Area, Los Angeles, and Kings County, including data dashboards.
- Some stakeholders emphasized the need for the URA to enhance efforts to maintain and expand housing stock. If the URA is to center these goals it will need to coordinate and differentiate its work from that of SSHAP.
 - There are a lot of interesting examples of targeted regional projects, from criminal justice to foster care to behavioral health to eviction defense. What makes many of these projects successful and sustainable are cross-departmental collaborations, allowing for the leveraging of the most efficient funding streams, including but not limited to federal, to target the population.
- Each referenced URA jurisdiction defines “regional” differently. Is it important to define where the population moves (if multi-county) and would this be practical to implement? Another question to consider is whether regional also applies across public sector departments (most successful models seem to say yes) and, if so, what is the work necessary to bring together not just regional budgets but also different departmental leadership to set priorities and budgets?
- Centralized procurement (and, implicitly, shared budget) tends to be necessary for achieving efficiency and coordination.
 - We found a number of models of coordinated and unified budgeting and procurement. We hope to hold interviews to tease out specific learnings from them.
- As touched upon above, the URA will need to navigate the balance between emergency shelter and longer term housing/permanent supportive housing.

We hope these questions and thoughts are of interest to you, and we hope to think through them together. We look forward to answering questions from the Board at its upcoming meeting on October 7. We are always available by email at reed@socialchangepartners.com or by phone at 510-387-7518.

Sincerely,

Reed Connell and Eliza Blackorby
Social Change Partners, LLC