

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

1:00 – 2:55 p.m.  
October 7, 2022

**Members:** Adam Reichenberger, Tacoma-Pierce County Health Department (alternate) - excused  
 Alan Hartman, Youth Advisory Board - absent  
 Andrea Reay, Tacoma-Pierce Chamber - present  
 Caleb Carbone, City of Tacoma - present  
 Courtney Love, Lived Experience Coalition - present  
 David Schroedel, Tacoma-Pierce Chamber (alternate) - absent  
 Delmar Algee, Pierce County Human Services Homeless Programs – present  
 Erika Tucci, Ben B. Cheney Foundation - present  
 Faatima Lawrence, Catholic Community Services - excused  
 Fred Palmiero, East Pierce County - present  
 Gina Cabiddu, Children’s Home Society - absent  
 Kevin Bates, Helping Hand House – present  
 Kirsten Stewart, Suburban Realty – present  
 Dr. LaMont Green, TAC - present  
 Linda Dillon, Puyallup Tribe - absent  
 Maureen Howard, Homeless Coalition - present  
 Michael Mirra, Affordable Housing Community - present  
 Miekko Gray, Metropolitan Development Council - present  
 Dr. Michele Jackson, Community Member - present  
 Ned Witting, Puyallup City Council - present  
 Rich Berghammer, Faith Community - absent  
 Rob Huff, Washington Low Income Housing Alliance - present  
 Selena Woods, Reach Center (alternate CoC rep) - present  
 Steve O’Ban, Pierce County Executive’s Office - absent  
 Tiffany Speir, City of Lakewood - excused  
 Travaris, Lived Experience Coalition (alternate) - absent

**Guests:** Sally Perkins, Eliza Blackorby, Cynthia Stewart, Brian Blalock, Richard Dorsett, Liz Heath, Troy Christensen

**Staff:** Anika Moran, Special Advisor to the Director/Facilitator, Pierce County Human Services  
 Heather Moss, Director, Pierce County Human Services  
 Ashley Colburn, Data Analyst Supervisor, Pierce County Finance  
 Jason Gauthier, SSHA<sup>3</sup>P Manager  
 John Barbee, Community Services Manager, Pierce County Human Services  
 Kari Moore, Public Information Specialist, Pierce County Communications  
 Gerrit Nyland, Pierce County Project Manager, Pierce County Human Services  
 Becki Foutz, Administrative Assistant, Pierce County Human Services

**MINUTES**

<b>Roll Call</b>	Roll was called per above; a quorum was present.	Welcome!
------------------	--	----------

TOPIC/WHO	DISCUSSION	ACTION
<p><b>Approval of Minutes of Last Meeting-</b> Anika Moran</p>	<p>Michael requested that some language be changed re: his point around the URA – the corrected version reads, “Michael stated that the commitment of the jurisdictions to the URA needs to be more authoritative than an informal agreement or even just a council resolution. The commitment needs to show in an Interlocal Cooperation Act.”</p> <p>Michael moved to approve the September minutes. Rob seconded the motion.</p>	<p>The September minutes were approved as revised.</p>
<p><b>Unified Regional Approach Consultant Status Update-</b> Eliza Blackorby &amp; Brian Blalock, Social Change Partners</p>	<p>Social Change Partners has conducted many interviews, all fruitful and insightful. They’ve met with all cities within Pierce County, the city of Seattle, and King County and are scheduled to meet with Snohomish County and some other comparable jurisdictions. They’ve learned a lot of interesting things. Emerging themes include interlocal agreements, procurement strategies, division of responsibilities, and transparency.</p> <p>Brian added that they’re analyzing best practices, coalescing around emerging themes, and strategizing around shared budgets. They’d also like to centralize data, utilize other data systems to help bring the system together. They’re happy to return to this group to go into more detail.</p> <p>Erika asked if there’s anything that stood out as surprising, unique, or beneficial that would be helpful to this group’s work. Eliza was struck by the matching dedication that everyone seems to have, to the issues and alignment of priorities. They’re all flexible and open to collaboration as well. The percentage of homeless young people doesn’t track with other jurisdictions, and this affects what systems need to be partners.</p> <p>Dr. Jackson asked in what ways they have incorporated equity and justice within their approach thus far, and how they conceptualize and plan to operationalize racial equity and justice. One of the first questions they ask interviewees is what racial equity looks like within their organization, and how do they see it fitting into the URA? They’re trying to reach out to as many diverse stakeholders as possible. They’re meeting with the Racial Equity Committee next week, and trying to connect with the Tribe. Brian added that equity’s at the center of what Social Change Partners is doing. Dr. Jackson clarified that she’d like to know how SCP will operationalize racial equity and justice and wrap it into the plan? Will it be compartmentalized or within the totality? It’s at the center.</p>	<p>Thank you to those who’ve met and/or connected with SCP!</p>

TOPIC/WHO	DISCUSSION	ACTION
<p><b>Unified Regional Approach Consultant Status Update-</b> Eliza Blackorby &amp; Brian Blalock, continued</p>	<p>Fred asked if SCP’s planning to come up with a recommendation for who will serve and be involved with the URA, for example, City Council, Pierce County? Is there a recommendation of who will serve on the Board? Part of their recommendation will include who needs to be at the table in order to meet certain goals.</p> <p>Michael asked them to ensure that the range of jurisdictions they meet with match our jurisdiction in terms of prosperity. Austin, for example, is richer than Pierce County.</p> <p>Maureen noted that there aren’t many counties of our size, population-wise, nationally. As far as scale, the housing market itself is a defining determinant of the ability to respond to homelessness. Our market sets us far aside.</p> <p>Dr. Green said we need to think about which stakeholders should sign on to an interlocal agreement. How do we address the buy-in for stakeholders who have proximity to decision-making powers? Don’t forget about the CoC Board, since they have access to HUD funding. Brian agreed that those are all important. In the current process that SCP’s engaged in, are they building the necessary buy-in? Ideally the end product will be an interlocal or some type of agreement, to move away from the system dysfunction of siloed service delivery. We all need to come together: Puyallup, Lakewood, Fife, the County – all need to come together and sign off. Brian noted that buy-in is a continuous process that never stops. Dr. Green agreed. It’s critical at this point to figure this out. We need to scope out key stakeholders and bring them together. We can’t wait until the end. He feels there should be more time for this discussion, including expanded public comment to include community members.</p>	<p>Discussion</p>
<p><b>Data &amp; Metric Review-</b> Ashley Colburn, Data Analyst Supervisor, Pierce County Finance</p>	<p>Data’s important to be able to measure progress in ending homelessness in Pierce County. By releasing data to the public, they’re hoping to create a system of accountability and transparency to evaluate the effectiveness of our programs. This week they’ve released some new data and plan to release even more data over the next several months. Eventually it will include several performance indicators, many of which correspond to the metrics listed in the Comprehensive Plan to End Homelessness. Ashley shared a <a href="#">link</a> to the new data and demonstrated the website. The new data are two key measures: permanent housing placement rates (currently 46%), and street outreach placement rates (currently 22%.) These indicators are also included in the CoC Five-Year Plan, and they set specific targets for each.</p>	<p>Kari and Ashley will connect offline to create call out boxes to help read the data better.</p>

TOPIC/WHO	DISCUSSION	ACTION
<p><b>Data &amp; Metric Review-</b> Ashley Colburn, continued</p>	<p>For both measures, you can scroll down to see placement rates over time, and placement rates by race. They've also created an interactive dashboard where you may look at several different years, as well as various demographics such as age, chronically homeless, city last slept in, disability status, domestic violence survivor status, ethnicity, gender, household type, project type, and race.</p> <p>She invited questions. Sally asked how long a placement lasts. They're looking at average length of placements, which should be out soon. Fred said that what he sees missing on the charts are dollar figures to show what services cost. He's not sure how to measure our success without those. Ashley said that they're taking a closer look at the costs of various interventions; that data's complicated. They're looking at folding in the financial accounts in 2023.</p> <p>Anika invited more questions; none.</p>	<p>Thank you, Ashley!</p>
<p><b>Communications Update-</b> Kari Moore</p>	<p>Kari's waiting on a couple of things and then there will be a press release, some website updates, and a new NOFA for some shelters through State Right-of-Way awards. We recently had some news coverage on affordable housing awards. She's made some minor website updates, and is putting together a second CPEH presentation, including some background and what the future holds for the plan. (The first one that's been used out and about is an introduction, describing the issue and what the CPEH means for the community.)</p> <p>There's a lot of exciting stuff coming up with the village Kari's calling the Pierce County Microhome Village until the official name's decided. They anticipate that info being published within the next two weeks. Once public, it will be on the website, including a report, a proposal, an Executive Summary, an appendix of 123 pages, a slide show, and a cool video.</p> <p>Additionally, there's currently an online Open House on <a href="#">Safe Parking</a> where people can learn about it and/or comment on the <a href="#">Ordinance</a>. Public comment will be open through the end of the year.</p> <p>Fred asked what type of questions the public has had after seeing presentations. Heather said the first question is, where will it be? Then, how much will it cost? And finally, will this solve the entire homeless problem? The search has narrowed down to a site that will be announced in the coming weeks. There are operational costs, and stand-up costs. They're working on a funding model. The village will serve the chronically homeless population, those who need so much more than just housing.</p>	<p>The second CPEH presentation will be shared with the group so they can help spread the word.</p>

TOPIC/WHO	DISCUSSION	ACTION
<p><b>Communications Update-</b> Kari Moore, continued</p>	<p>Heather and John just met with staff from a Church who’s hosting safe parking in their parking lot; there just isn’t enough housing to move people out of shelters and into housing in a timely way. Everybody’s feeling the pinch of inadequate affordable housing.</p> <p>Kevin said that Helping Hand House currently provides all homeless services except safe parking. They’re interested in the concept as it’s an on-ramp. Homeless families are sometimes reluctant to seek services, as they think their children might be taken away. He added that when this communication comes out, it will be up to this Board to start shaking the trees and getting in front of people to advocate for this program. This is a major piece to help combat pushback and NIMBYism. Members need to use whatever contacts they have, government, faith-based organizations, etc., to give these presentations.</p> <p>Kari referenced the outreach table of CPEH presentations she previously shared with the group. She’ll send it again and challenged each Board member to meet with people and provide at least two presentations this year, for example with a community group, Facebook group, or help Heather with a scheduled presentation.</p>	<p>Please watch for Kari’s table to come to you again and step up to her challenge!</p>
<p><b>Breakout Groups of Potential Operational Funding Sources</b></p>	<p>Referencing the Pierce County Homeless Crisis Response System Funding Approaches document (list of potential funding sources), the group’s mission today is to see what programs should remain on the list, with the goal of closing the homeless system’s operational funding gap of almost \$150M a year, for shelters around \$15M a year and for permanent supportive housing at least \$250M. We also need to look for sites and land. What do we need more details on? Who’s going to be burdened and who’s going to benefit? What are the impacts? We have very few great tools. Look through the practicality and the reality of the impacts. Will racial equity increase or decrease? Are there unintended consequences that we can mitigate, and enhance good options? Our deliverable is a better list of options to bring to the County Council. It should be representative of all that is possible. The Executive Committee wants us to do this right.</p> <p>There will be three different rooms to choose from; one thing to decide is, should the group meet again in a week or two weeks? Or perhaps another meeting’s not necessary but an email with next steps? What additional information should we be looking at, as we look at each item? What do we need to know before sending forward as options?</p>	<p>The document is at the end of these notes.</p>

TOPIC/WHO	DISCUSSION	ACTION
<p><b>Breakout Groups of Potential Operational Funding Sources</b></p>	<p>Councilmember Witting said there’s two ways to close funding gaps, one’s to get more funding and the other’s to reduce funding for each individual. Sometimes we forget about the second part. Scale’s important. For example, if the Pierce Microhome Village is going to serve 1000 people, you’ve got scale and you can provide a lot of services. If it’s going to serve 200 people then you must scale back the services provided, and the cost increases. If we don’t consider reducing funding for each individual there will always be a funding gap. It will cost too much, and we’ll never end homelessness. Please consider how we deliver homeless services in a cost-efficient matter.</p> <p>Erika asked if members of the public may participate in rooms? They are there as observers, unless the facilitator and advisory board members in each room decide differently.</p> <p>Erika will facilitate the Philanthropic, Business &amp; Faith room; Rob will facilitate the State &amp; Federal room and Gerrit will facilitate the City &amp; County room. Each room will have a notetaker.</p>	
<p><b>Philanthropy, Business &amp; Faith Breakout Room Notes</b></p>	<p>Kirsten asks how much funding are you looking to get from the private sector?</p> <p>Kevin has a philosophy around this – 7 years at helping hand house. Nonprofit banking for 17 years prior to that. He keeps thinking about the Amazon \$500/head tax in Seattle. It’s not about the money when you’re talking about massive for-profit corporations. Amazon would have paid \$27M. This is a pittance. For profit businesses think differently – they’re looking for ROI. It’s a pitch meeting. Even for foundations. The challenge is communicating a plan and outcomes that will work. Regardless of whether it’s capital or operations. Is this going to work??? Kevin advocates for talking points. He’s seen 3 plans already to end homelessness – he wants to see this one work. We need to demonstrate that it’s not a government program, we have pieces from every part of the community that are shepherding this through.</p> <p>Erika heard business tax.</p> <p>Kevin says no – this is corporate philanthropy. Taxes are a different convo.</p> <p>Erika adds foundation philanthropy – distinguish between local and regional.</p>	<p>Discussion</p>

TOPIC/WHO	DISCUSSION	ACTION
<p><b>Philanthropy, Business &amp; Faith Breakout Room Notes, continued</b></p>	<p>Fred – doesn’t have a big background in nonprofits, but is wondering if the foundation has a say in where the money goes and how it’s spent? Erika says yes, her foundation tends to fund capital rather than operations. Others do things differently. Fred is wondering if they have program targets. Erika says the nonprofit gives them outcomes they expect to see, and they work with the nonprofit to see what happens</p> <p>Kevin says it takes both capital and operations.</p> <p>Kevin says communities of faith typically have an asset that can be used, not money. There are a lot of churches on main arterials and thoroughfares with five or six acres. They could deed land or do a 100-year lease. We’ve seen this happen here for short term shelter. Talking to comms of faith about what it would look to parcel up an acre for a community village or shelter. It’s not just a local church – it’s denominational hierarchies that control these properties. Helping Hand House is in conversation about donation of a hard asset right now. Erika adds parking, land, building. Safe land where predators won’t act.</p> <p>Fred thinks Kevin summarized it perfectly about trying to convince private companies to join our search to end homelessness – no matter what happened in the last seven or twenty years, what we’re moving towards is going to work. Ned’s comments about economies of scale are part of the process. If Fred had \$20M, he’s not sure he’d want to give it to what’s happening right now. There have been millions given to the homeless crisis and we haven’t solved it. Erika is hearing a sound case statement.</p> <p>Kirsten is wondering whether we’ve explored service organizations in any way. Erika says this is a brand-new org. Kirsten is a Rotarian. In PC, there are 16-17 groups. That’s what they do – is raise money for different things. How much are we looking to raise? Is it a good opportunity to reach out to Rotary? Erika says \$15M for capital shelter, \$250M for PSH, \$100M per year in addition to what we already have in the system. Kevin says that \$100M is staffing up – doubling staff. If you talk about the big ten, you’re looking at about \$100M a year.</p>	<p>Discussion</p>

TOPIC/WHO	DISCUSSION	ACTION
<p><b>Philanthropy, Business &amp; Faith Breakout Room Notes, continued</b></p>	<p>Kevin is also a Rotarian! Rotary clubs are also looking for people to come out and talk to them. As an avenue, Kevin’s club started partnering with HHH by renting an apt unit. Then they bought two duplexes to rent to HHH in perpetuity for residents 90 days at a time. 15-year lease for \$500/mo. Rotary owns the asset, they get income, they’re serving. Rotaries can’t raise \$100M a year but they can raise \$300k for a down payment. Erika is adding the faith community to that practice. We get focused on money. The money comes. What we need is passion. That’s our sustainable model. People want to give and serve but they don’t know where. Kevin likes this plan because it’s saying we’re working towards functional zero. Then let’s start decreasing the homelessness. This is a decades long process.</p> <p>Kirsten has heard of the duplexes! Service clubs can take little chunks. They’ve done a courage classic ride – for 25 years they raised millions of dollars for Mary Bridge. They can do big projects if there’s passion. There are lots of people and contacts.</p> <p>Unintended consequences? Things to keep in mind? Kevin says for profit orgs/businesses and churches – anytime something happens that is untoward, nefarious, illegal, if you’re tied as a funder of that program, you get lumped in. Reputation is important. If we aren’t run well as an org, a county, a UGA, anyone associated with us is going to back off. Understanding your partnerships is critical. They need to know ins and outs, policies, and procedures, and need to be trusted.</p> <p>Erika also wants us to note that Michael Mirra pointed out we’re a predominantly a small business community.</p> <p>On the foundation side, we don’t have a landscape scan of local philanthropy to know when that’s going to be maxed out. Kevin notes that the way things are going, people are probably on alert. Erika thinks this is probably true for individual donors, too.</p> <p>Kevin says we need to tell a story and have some successes banked. Why wouldn’t a business want to be the one to solve the problem? They’re just looking for a plan that works.</p>	<p>Discussion</p>



TOPIC/WHO	DISCUSSION	ACTION
<p><b>Philanthropy, Business &amp; Faith Breakout Room Notes, continued</b></p>	<p>Fred is wondering what a positive presentation would look like to a group we want to get \$1M from? This is what we need – a draft of the presentation we’d like to give to each group, but we need to have the meat to show we’re not doing the same thing we’ve been doing the last 20 years. Erika says this is a good next step. Kevin notes that Kari is working on a communications plan. We get to take those talking points and see what plays best for which groups. The key is having the opportunity. We have this much, this is what we’re investing, these are the anticipated outcomes, this is what we need. These groups have committed to this, I just need this much. Or this is the whole budget – how much can you give? It sounds salesy, but that’s what it is. We need to demonstrate a plan that’s going to work. The solution is generational. We must get people now to filter this down to others. In 20-30 years, we can make a dent. Erika is hearing that Kevin and Fred would like to work on refining talking points with Kari.</p> <p>Erika asks if we should meet on an ongoing basis? Kevin says there’s no aha moment here. Until we have a plan, we sit tight.</p> <p>Anika asks if there’s anything Gerrit should research? Erika doesn’t know if this is Gerrit’s to own, but we need a landscape scan of philanthropy. Apparently, there was one done a while ago. There’s the piece of xyz foundations distribute xyz on an annual basis. There’s nuance.</p> <p>Erika notes that if we’re funding one thing, we may not be funding something else. Kevin notes that this is similar for county funding.</p>	<p>Discussion</p>
<p><b>State &amp; Federal Breakout Room Notes</b></p>	<p>Rob kicked us off with summarizing the document Gerrit shared with the advisory board this morning (for the public participants who do not have the document).</p> <p>RH: Discussion prompt: Where do we go from here?</p> <p>MM: Ongoing effort to make housing a Medicaid-eligible service (to pull down federal contribution, est 40% of cost); explore Apple Health Home as an opportunity for funding; Section 8 funding (the largest source of housing funding in Pierce County...THA and PCHA should narrow their eligibility to focus on our homelessness population)</p> <p>BB: Asked for confirmation about what’s possible with Medicaid funding; discussion followed</p> <p>BB: Medicaid Administrative Activities (MAA) funding is being successfully deployed in other communities; also look at funding made available with peer-to-peer programs (“other health” qualified professionals...allowed at 90/10 state match)</p>	

TOPIC/WHO	DISCUSSION	ACTION
<p><b>State &amp; Federal Breakout Room Notes, continued</b></p>	<p>TC: No other ideas for federal funding                      CS: No ideas for other federal funding                      RF: In your work, Brian, what do you see as larger funding gaps in PC? Is there a federal shortfall, or local?                      BB: Both are likely true. Always have to identify local match, how do you engage philanthropy?                      MM: common theme here is we need more collaborative advocacy and a common approach/strategy (we are not as well organized)                      RH: Heather, what are we missing?                      HM: No silver bullet here, but Medicaid looks promising; also look at federal advocacy and increasing our CoC awards                      TC: Our historical CoC funding slowed down when we weren't actively proposing projects; we've lagged ever since                      RF: Where do we go from here (continue in another meeting, or via email)?                      MM: How can we help move this conversation along with elected officials?                      HM: continue educating population, reaching out to electeds, advocate at federal level                      MM: Working in a separate group to identify housing resources funding; will share that with Heather                      CS: LWV can be helpful to advocate in this area, as well                      RH: LIHI can also be an advocate in this space, as well at the Housing Alliance                      BB: asked about voucher utilization PC                      MM: said it's too low...we are in trouble!</p>	<p>Discussion</p>
<p><b>City &amp; County Breakout Room Notes</b></p>	<p>This group consisted of Dr. Jackson, Delmar Algee, Caleb Carbone, Andrea Reay, Councilmember Witting, Dr. Green, Courtney Love, Selena , Mieke Gray and Jason Gauthier.</p> <p>Some options on the list are not practical – can't do an income tax. Feedback?</p> <p>Delmar asked if everyone's had the opportunity to review the document? Gerrit shared it.</p> <p>Councilmember Witting noted that the general fund has a lot of responsibilities – there's never enough money to go around. Suddenly taking a big chunk of money for this effort's going to be challenging. If they don't see the money being well-spent, they're not going to ante up. ARPA money's going to run out soon. At the end of this term, Puyallup will have to determine if they want to keep the program going or terminate. He doesn't think that he can support the program if it doesn't serve many people. It's important to be cost-effective.</p>	<p>Discussion</p>

TOPIC/WHO	DISCUSSION	ACTION
<p><b>City &amp; County Breakout Room Notes, continued</b></p>	<p>Gerrit explained that this exercise is to increase the funding sources. If each town and city allocated 3% of their general fund to homeless programs, it would add \$27M annually. Dr. Green noted that our homelessness services are so drastically underfunded that there isn't enough money at all. Governments are so strapped that it would be robbing Peter to pay Paul. He thinks that a levy would be a good idea. The community cares about Veterans, those with disabilities, and children; we could frame the levy in such a way to get community buy-in.</p> <p>Courtney's interested in a vacancy tax – like on empty properties or properties not being used, derelict or expropriated. She feels that corporate ownership of housing stock should be banned. If we tax empty properties to the point where there's financial motivation to let people in, it's beneficial in two ways.</p> <p>Andrea said she appreciates Courtney's idea. It's so hard with development agreements and levying taxes; it looks like it could be successful, but on the flip side, it discourages new investments. There are more restrictions on building and use. There could be some unintended consequences. From working in South King County, Andrea's familiar with Best Starts for Kids legislation. This was a good opportunity to do a generational shift in investments. It's going to be hard to piece it together from smaller funding sources. It was not an easy task to pass that levy, so keep that in mind. It's a lot of work to get something on the ballot, and then a lot more work to get it approved.</p> <p>Courtney noted that Vancouver BC's doing a vacancy tax. She's been a homeowner and homeless, but she's never been involved in real estate. She's fearful of increasing property taxes; she doesn't want to tax older people out of their homes.</p> <p>Caleb asked about how the document recording fee fits into this? It's a state tax and a portion's retained locally for local use under state rules.</p> <p>Delmar asked if everyone's been able to review the document showing how other counties fund homelessness services. Wealthy communities have more general funds available for homelessness. Tourist communities tax food and beverages. Los Angeles taxes very expensive homes. San Francisco has a business tax.</p>	<p>Discussion</p>

TOPIC/WHO	DISCUSSION	ACTION
<p><b>City &amp; County Breakout Room Notes, continued</b></p>	<p>Andrea noted that people don't get excited about levies, but we're building stronger, more vibrant ecosystems and that should come back.</p> <p>Dr. Green discussed a soda tax. A study was conducted in Seattle, and they had a decrease in low-income families and children's consumption of sugary beverages. Dr. Jackson asked about a tobacco tax. She's also interested in the soda tax. Caleb said this is based on what people spend. He's thinking that it's targeted towards causation of homelessness, like bigger businesses that don't pay adequately, those types of things. Andrea said that there could be a gambling tax for private casinos/card rooms.</p> <p>Caleb asked if there's any way to tax things that influence homelessness. Selena noted that tax ideas take more away from the poor and homeless, particularly the soda/sugar tax.</p> <p>Dr. Green agreed with taxing vices. There could be language in the levy stipulating that it wouldn't affect those in certain income brackets. Andrea appreciated all the conversations. We need to be conscious that it's not just about spending large amounts of money, but spending it in the wisest ways, to affect the most people.</p> <p>Delmar feels that the current system underutilizes community support. This could maximize resources. Andrea said to set a time to meet via Zoom, and receive data over email.</p>	<p>Discussion</p> <p>Gerrit will do some research and schedule a 90-minute meeting.</p>
<p><b>Implementation Updates &amp; Old Business</b> Gerrit Nyland</p>	<p>Gerrit shared an implementation update in the meeting packet. The data warehouse has moved into testing; we're on schedule! It doesn't do everything we need it to do in Phase 1; there will be three phases. The Transportation pilot is being utilized – 3000 trips in one quarter! Lots of affordable housing activity, especially in permanent supportive housing. The village is coming before the Council. The purchase of Herron Apts will provide 50 units of PSH. The Public right-of-way has some PSH units coming along with it. He spent some time discussing Apple Health and Home, it's complicated but essentially, it's an attempt by the State to put some money into housing subsidies to add on with case management that can come through foundational community supports, which is a Medicaid billing with capital money that's being allocated for PSH. He thinks we'll set up some meetings with providers who can take advantage of that, when it becomes available.</p>	<p>Informational</p>

TOPIC/WHO	DISCUSSION	ACTION
<p><b>Implementation Updates &amp; Old Business-</b> Gerrit Nyland, continued</p>	<p>Gerrit wasn't able to reach the NW Detention Center. He sent maps to Fred showing where encampments are; they can also be found online if you Google Pierce County encampment locations, or City of Tacoma encampment locations, it's available publicly.</p> <p>Gerrit and Anika invited any questions. None.</p>	<p>Informational</p>
<p><b>Meeting Review-</b> Anika Moran</p>	<p>The purpose of this segment is to ensure that racial and geographic equity were addressed in this meeting. Anika asked the group if racial and geographic equity were discussed, and/or how does it need to be amplified? Dr. Jackson said that in the County &amp; City group they did consider how not to harm people in low-income brackets, and also to protect Tribal sovereignty. She would love to see more specifics, for example, accountability requirements.</p> <p>Michael said that in the State &amp; Federal discussion they talked a lot about Medicaid and Medicaid dollars that might be available. The reason that's pertinent is that those eligible for Medicaid are disproportionately people of color. They discussed ways to turn Medicaid dollars into housing dollars. Kevin asked if that was housing as harm reduction. It's housing as health care, a social determinant of health.</p> <p>Anika said that racial and geographic equity were not specifically spoken to in her group, but if funding's not going to homelessness, it's going towards something else, and that impact should be considered as well.</p> <p>Michael asked if we should count our community as prosperous for those reasons, or are we philanthropically meager? Erika said that we haven't gotten the current landscape of the philanthropic community.</p> <p>What did we not hear, and how do we include it in the future? Dr. Jackson would like to hear conversations that get at the large businesses that negatively impact spacing – people who were pushed out and priced out of areas. How do we eliminate the large portion of those experiencing homelessness?</p> <p>Michael feels that as the data dashboards come online and are readily available to us, they'll have pertinent info on race, and we should consult them regularly.</p> <p>Fred asked if there's a place for public comment on what the citizens would like to see on the dashboards?</p>	<p>Discussion</p> <p>Anika will have Kari follow up with Fred.</p>

TOPIC/WHO	DISCUSSION	ACTION
<p><b>Public Comment &amp; Good of the Order-</b> Anika Moran</p>	<p>Kevin said there were some misconceptions about the Pierce County Microhome Village. He reached out to someone intimately involved in this and read from a text: they will all be self-contained, nice units, 200 to 400 square feet, each with sink, toilet, fridge, and electricity. It’s permanent housing, not short-term shelter. Caleb added that there will be shared spaces like larger kitchens and bathrooms. Often they’re called micro shelters. Rob said that he’s heard it called permanent supportive housing. Will the build quality be good enough to be permanent?</p> <p>Courtney asked if the breakout room chat’s included in the chat. Not sure.</p> <p>Sally was in the Philanthropy breakout room. We need to consider the cost of putting all of this money into homelessness. What other parts of the community need philanthropy, business and faith contributions? She urges this group not to live in the homelessness silo to the point where non-homeless people can’t get services. This will be important that this work integrates with other work. It would be lovely if Medicaid funding addressed racial disparities, but it took over three years to get the Health Care Authority to hire one FTE to address racial equity. Please detail out your assumptions, make them visible, and test them to be sure they’re accurate. A lot was said about what churches think, what foundations think, what businesses think, and what churches think. It would be good to spell those out and test them for reality.</p> <p>Anika invited further public comment. None.</p>	<p>Informational</p> <p><i>After-note: The chat included below is the full meeting chat and the chat from the City &amp; County breakout room.)</i></p>
<p><b>Adjournment</b></p>	<p>The meeting adjourned at 2:55 p.m.</p>	<p>Thanks to all!</p>

The next meeting of the Comprehensive Plan to End Homelessness Advisory Board is scheduled for Friday, November 4, from 1:00 to 3:00 on Zoom.

Respectfully submitted,

Becki Foutz  
Administrative Assistant

# HOMELESS SYSTEM FUNDING

Pierce County's Homeless Crisis Response System provides emergency shelter, permanent housing programs, and case management to assist households establish stable housing. This document identifies potential operational funding to expand the homeless crisis response system across the county. This analysis has been requested by the Pierce County Council as identified in Ordinance R2022-22s: Develop a strategic funding plan, consistent with Goal 1.5, by no later than October 31, 2022. Goal 1.5 of the Comprehensive Plan to End Homelessness (CPEH) states:

*Develop and maintain a strategic funding plan to retain existing funding and close the funding gap using identified potential funding sources and pursue that funding with a coordinated, County-wide, cross-industry effort.*

This document outlines current and possible funding sources. The options contained herein do not constitute a recommendation of the Department or its staff.

**Appendix A** includes additional detail on growth potential for current funding sources. **Appendix B** includes examples of how other communities across the country fund their homelessness response efforts.

## CURRENT AND POTENTIAL FUNDING SOURCES

### LOCAL GOVERNMENT

#### GENERAL FUND

Some Pierce County Government and Cities and Towns within Pierce County allocate general funds for homeless programs. If Pierce County and each town and city allocated 3% of their general fund to homeless programs, that would add **\$27M** annually. This funding would be allocated annually or biannually through each municipality budgeting process. See the **Appendix C** for a table of General Fund budgets by jurisdiction for reference.

#### PROPERTY TAX LEVY

Jurisdictions can choose to bring to voters a proposition to authorize a property tax levy in excess of the levy limitation contained in chapter 84.55 RCW, for a consecutive 6-year period, at a rate of \$0.25 per one thousand dollars of assessed valuation. With \$137B in 2022 totally assessed values across Pierce County, this source could generate up to **\$34M** annually.

#### ADDITIONAL SALES TAX

Jurisdictions could consider a 0.1 percent increase of the local sales tax rate, which would require state legislation, and could raise in Pierce County approximately **\$12M** annually. King County is currently pursuing legislative action to allow this option in their community.

## AFFORDABLE HOUSING SALES TAX

Pierce County could adopt a 0.1 percent set-aside in the local sales tax, which can be passed by a Pierce County Council supermajority. This tax is already collected in the City of Tacoma. County-wide adoption would generate approximately **\$12M** annually.

## NON-GOVERNMENT

Non-government funding is often approached as a resource for funding capital projects, but it could also have a role in funding ongoing operations.

- **Philanthropic** resources play a key role in capital investment in the homeless system and can provide operations funding to meet unfunded provider needs.
- While **business** funding has been key in capital projects in some communities, it is not common in Pierce County. Local businesses could be more significant partners in ending homelessness.
- The **faith** community has been an incubator for many of the homeless programs operating in Pierce County and continues to stand up new programs and offer their facilities and property for programs. They will likely continue to be a key partner in addressing homelessness.

## STATE GOVERNMENT

Several homeless programs are funded directly from the State budget. Current programs include:

- [Housing and Essential Needs \(HEN\)](#) – a mix of Rapid Rehousing and Permanent Supportive Housing for Chronically Homeless Families (PSH CHF)
- [Consolidated Homeless Grant \(CHG\) Standard](#) – funds services across the Homeless Crisis Response System
- [Anchor Communities Initiative \(ACI\)](#) – funds youth and young adult homeless services

The state has also funded operations outside of these programs, such as the recent hotel-based operations and the State Public Right of Way funding. These are recent increases in homeless-related expenditures, and it is unclear if the legislature will continue them.

Future State funding will include opioid settlement funds, which could be used in part to help individuals experiencing homelessness. This funding is not yet set but could generate approximately **\$1M-3M** annually for the next 15-20 years.

## FEDERAL GOVERNMENT

Most federal funds for homeless services run through Housing and Urban Development (HUD) and the US Veterans Administration through various funding programs, such as the following:

### [CONTINUUM OF CARE \(COC\)](#)

This HUD source of annual funding covers Rapid Rehousing, Permanent Supportive Housing and administration. Pierce County receives less than similarly sized counties, and opportunities to expand funding are now limited to expansion grants.



### [SUPPORTIVE SERVICES FOR VETERANS FAMILIES \(SSVF\)](#)

This Veterans Administration-program funds homeless prevention, diversion, and Repaid Rehousing for veteran households. Funding is offered to local jurisdictions based on current resources, community need, and community ability to use the resources. Communities where need for veteran services exceeds supply and are fully expending grant funds are often able to increase funding from the Veterans Administration.

### [HOUSING AND URBAN DEVELOPMENT VETERAN ADMINISTRATION SUPPORTIVE HOUSING \(HUD-VASH\) PROGRAM](#)

HUD-VASH is a Permanent Supportive Housing program that uses housing vouchers managed by local public housing authorities and case management provided by either the Veterans Administration or locally-contracted providers.

### [VETERANS ADMINISTRATION GRANT PER DIEM PROGRAM](#)

This federal source offers funding for shelter and transitional housing for veterans.

### [EMERGENCY SOLUTIONS GRANT \(ESG\)](#)

This federal source offers funding to Cities, Counties and States. The Emergency Solutions Grant funds capital and operations for street outreach, emergency shelters, rapid rehousing, and homeless prevention.

### [PUBLIC HOUSING AUTHORITIES](#)

Both the [Tacoma Housing Authority](#) and the [Pierce County Housing Authority](#) provide vouchers to subsidize rent in permanent housing. The Tacoma Housing Authority also funds Rapid Rehousing and a Community College program for people experiencing homelessness or at risk of homelessness.

### [MEDICAID FOUNDATIONAL COMMUNITY SUPPORTS](#)

Some homeless service programs seek [Foundational Community Support](#) billing to fully or partially fund their program. This has potential to be a significant supplement to many existing outreach and permanent supportive housing programs.

### [APPLE HEALTH AND HOMES ACT](#)

This source offers funding to purchase, coordinate, and operate permanent supportive housing. The program is still in development, but Pierce County could receive approximately \$1M annually.

## APPENDIX A: GROWTH POTENTIAL OF EXISTING SOURCES

Funding Source	Current Annual Revenue	Future Growth Potential
Document Recording Fee (DRF) – funding level set by State	\$6.5M	Revenue based on documents recorded or increase in fee by State
<a href="#">Housing and Essentially Needs (HEN)</a> – funding level set by State	\$4.8M	Revenue based on Legislative allocation
Tacoma Mental Health and Substance Use Tax	\$5.9M	Increased set-aside of local sales tax revenue
Continuum of Care (CoC) – federal funding	\$3.7M	Revenue based on expansion opportunities offered by HUD
City of Tacoma General Fund	\$3.6M	Increase approved by City Council
Emergency Solutions Grant (ESG)	\$1.8M	Increase from HUD
Tacoma Housing Authority (THA)	\$1.3M	Increase based on THA allocation
State Consolidated Homeless Grant (CHG)	\$1.0M	Revenue based on legislative allocation
Anchor Communities Initiative	\$0.5M	Revenue based on legislative allocation
Medicaid Foundational Community Supports	TBD	Based on provider ability to bill for services rendered

## APPENDIX B: HOW OTHER COMMUNITIES FUND HOMELESS SERVICES

### SPOKANE COUNTY, WA

In addition to receiving funding from many of the “traditional” state and federal sources outlined above, Spokane adds around **\$9M** of city general funds.

### KING COUNTY, WA

Most of the homeless operational funding from King County and the City of Seattle goes to the King County Regional Homelessness Authority. In addition to the usual funding sources, The City of Seattle provides **\$84M** from the general fund and **\$60M** from the Veteran and Human Services Levy.

### PORTLAND, OR REGION

This three-county metro region taxes high earners to fund **\$250M** annually in homeless and housing programs. The Metro Supportive Housing Services (SHS) Personal Income Tax levies a 5% personal income tax for individuals earning over \$125K or joint filers earning over \$200K.

### SAN ANTONIO, TX

This jurisdiction uses an existing debt service property tax to fund a **\$150M** homeless program and affordable housing fund.

### AUSTIN, TX

Approximately \$40M in FY21 from the city’s general fund accounts for approximately 59% of local government homeless funding.

### MIAMI, FL

This jurisdiction levies a 1% tax on food and beverages at establishments with over \$400K in annual receipts that sell alcohol for on-site consumption, which generates **\$7.5M** annually.

### LOS ANGELES, CA

LA proposed 4% tax on house sales valued \$5M-10M and 5.5% tax on houses valued over \$10M. If enacted, this tax could generate \$10M annually. LA also dedicates .025% of the local sales tax to fund homeless programs, raising **\$454.8M** annually.

### SAN FRANCISCO, CA

This jurisdiction levies a 0.5% tax on gross receipts for businesses with over \$50M in gross annual receipts, and it current generates around **\$300M** annually for homeless services. San Francisco is also exploring a tax on residential property unoccupied for a set number of days. This would generate revenue for the homeless system and disincentivize property owners from leaving residential units vacant.

## APPENDIX C: LOCAL GENERAL FUND AMOUNTS

Area	Pop	Annual General Fund	Source of General Fund Info
Pierce County	470,408	\$430.5M	Ordinance 2021-100s2 - p. 1, annualized
Tacoma	212,869	\$246.0M	2021-22 Biennial Budget, p. 193, annualized
Lakewood	60,111	\$39.3M	2021-22 Biennial Budget, p. 113, annualized
Puyallup	40,991	\$49.6M	Puyallup 2021 Financial Summary, p.2
Univ. Place	33,326	\$11.5M	Univ. Place 2021-2022 Biennial Budget, p. 99, annualized
Bonney Lake	20,707	\$10.0M	Bonney Lake 2021-2022 Biennial Budget, p. 44
Sumner	10,053	\$15.9M	Sumner 2021-2022 Biennial Budget, p. 81
Edgewood	11,264	\$5.3M	Edgewood 2021 Adopted Budget, p. 1
Fife	10,096	\$20.4M	Fife 2021-2022 Adopted Budget, p. 15, Annualized
DuPont	9,435	\$10.2M	DuPont 2021-2022 Mayor's Adopted Biennial Budget, p. 39, Annualized
Gig Harbor	9,854	\$18.6M	Gig Harbor 2022 Budget, p. 30, revenue only; not including fund balance
Milton	7,715	\$5.4M	Milton 2022 Budget, p. 20, revenue only; not including fund balance
Orting	8,012	\$23.8M	Orting 2022 Budget, p. 19
Fircrest	6,795	\$10.2M	Fircrest 2022 Adopted Budget, p. 2
Steilacoom	6,303	\$6.0M	Steilacoom 2021-2022 Budget, p. 29, Annualized
Buckley	4,788	\$4.8M	Buckley 2021 Adopted Budget, p. 5 (from 2020 data)
Eatonville	2,981	\$2.7M	Eatonville 2020 Budget, Current Expense Fund, p. 13
Ruston	749	\$1.6M	Ruston 2021 Budget, p. 6
Carbonado	610	\$0.5M	Carbonado 2022 Budget Ordinance, p. 5
Wilkeson	477	\$0.5M	Wilkeson 2019 Budget, p. 1
South Prairie	434	\$0.6M	South Prairie 2022 Budget, Ordinance exhibit A
<b>Total</b>	<b>927,978</b>	<b>\$913.2M</b>	

## Chat from 10/7/22 CPEH Meeting

**From Kari Moore (she/her), Communications to Everyone 01:03 PM**

hi Maureen! so great to see you and was happy to hear about your award

**From Delmar Algee to Everyone 01:03 PM**

It's awesome to see you, Maureen

**From Courtney N Love to Everyone 01:07 PM**

Courtney Love, Lived Experience here, I came in a little late and didn't hear my name called

**From Anika Moran (she/her) to Everyone 01:11 PM**

How does it help us, how does it harm us, who does it help, who does it harm?

**From michele.jackson to Everyone 01:12 PM**

These are good questions to incorporate. However, it is important to remember the questions are only as useful as the person's level of knowledge regarding all of the racial, cultural, and ethnic groups.

**From Anika Moran (she/her) to Everyone 01:23 PM**

FYI, next comments/questions come from Fred, Michael, Maureen, Dr. Green.

Unfortunately, we won't have time for additional comments/questions. I know Social Change Partners are happy to connect outside of this meeting, as well.

**From Rob Huff (he/him) - Coalition to End Homelessness to Everyone 01:26 PM**

Thank you for that observation.

**From Erika Tucci to Everyone 01:33 PM**

I hear what you're saying LaMont. I worry about that stakeholder and trust building along the way too.

**From kevinbates@helpinghandhouse.org to Everyone 01:34 PM**

I understand the concerns raised regarding an interlocal agreement - but isn't that ONLY if the UGA is determined to be the best option?

I think it's important not to believe the UGA is just expected to be the outcome...

**From michele.jackson to Everyone 01:34 PM**

Can you share your interview questions?

**From Cynthia Stewart to Everyone 01:35 PM**

I think Lamont is saying that those who must agree to the final outcome have to be discussing how this will be done. the input from other stakeholders is important for them to know; but who has to approve the final proposal remains unclear.

**From Eliza Blackorby, SCP to Everyone 01:36 PM**

yes, here are our interview questions! of course, many other questions tend to come up during each talk

Tell us about your role in regional efforts to address homelessness.

Were you involved in the development of Pierce County's Comprehensive Plan to End Homelessness?

If so: strengths and challenges?

Are you familiar with the concept of a Unified Regional Approach? With the models and experience of other URAs?

What are the key goals of the URA?

How is racial equity woven into existing efforts of your organization/agency/advocacy?

With a unified regional approach, what would success look like? How would the URA help us get there?

Are there any other plans or models in other jurisdictions that you think we should look into?

What criteria should we use to assess other plans or models in regards to appropriateness and feasibility in Pierce County?

Are there specific strategies or approaches you find particularly compelling or interesting?

What would a URA get us that we're not getting now?

What else would you like to share?

**From Ashley Colburn to Everyone 01:37 PM**

<https://open.piercecountywa.gov/stories/s/7wee-rgqc>

**From Sally Perkins, she/her to Everyone 01:38 PM**

How long does a "placement" last?

**From Kari Moore (she/her), Communications to Everyone 01:39 PM**

Ashley can we create call out boxes or something else to help read the data better? it's a lot of text, all the same color, lots of data points all in once spot

\*one

**From Sally Perkins, she/her to Everyone 01:39 PM**

Thank you.\

**From Ashley Colburn to Everyone 01:40 PM**

@Kari, happy to connect and discuss improvements. We're anticipating this to be an iterative process.

**From michele.jackson to Everyone 01:43 PM**

RE: The following Interview Question: "How is racial equity woven into existing efforts of your organization/agency/advocacy?"

1) How are you conceptualizing Racial Equity (defining)? Do you find that different organizations have differing definitions of racial equity? If so, how are you accounting for this difference? How will you determine the best conceptualization of racial equity for Pierce County?

**From Kari Moore (she/her), Communications to Everyone 01:44 PM**

<https://www.piercecountywa.gov/7835/Safe-Parking>

**From michele.jackson to Everyone 01:45 PM**

2) Have any organizations or stakeholders spoke about the ways in which they are operationalizing racial equity & justice?

2) I did not see any direct questions about justice. Same questions regarding differential meanings held regarding what justice is and how justice is operationalized.

**From Rob Huff (he/him) - Coalition to End Homelessness to Everyone 01:45 PM**

One thing that could be improved with the safe parking open house site, is that unless I am missing something, it requires users to click through a series of links without a way to go straight to the content they are most interested in.

**From Anika Moran (she/her) to Everyone 01:50 PM**

Kevin is our last comment on this segment. Thanks!

**From michele.jackson to Everyone 01:54 PM**

Kari: If presenting to different racial & cultural groups, I would like to have presentations that are culturally relevant.

**From Eliza Blackorby, SCP to Everyone 01:54 PM**

thank you for that feedback Michele!! incorporating it into our interview script now.

**From Troy (he/him/his) Rainbow Center to Everyone 01:55 PM**

I continue to struggle with the label "micro home." As I understand it, the "sheds" do not have plumbing. I think it can be misleading to the general public. These are not "homes" they are shacks. I'd hate to mislead the public into thinking these are any kind of a permanent solution- instead maybe the name could reflect what these are- a conduit out of homelessness.

**From Rob Huff (he/him) - Coalition to End Homelessness to Everyone 01:57 PM**

I have the same concern, Troy. Especially if these structures are meant to be considered permanent housing, as has been suggested in a number of presentations.

**From Sally Perkins, she/her to Everyone 01:58 PM**

thank you Troy and Rob.

**From Maureen Howard to Everyone 02:03 PM**

I need to leave. I'd like to be involved in the philanthropic group.

**From Anika Moran (she/her) to Everyone 02:03 PM**

Noted, Maureen, thank you.

**From Erika Tucci to Everyone 02:03 PM**

Maureen, happy to keep you in the loop! Good to see you

**From Sally Perkins, she/her to Everyone 02:03 PM**

Take care, Maureen.

**From Anika Moran (she/her) to Everyone 02:03 PM**

Thank you, Erika!

**From LaMont's phone to Everyone 02:09 PM**

How about a levy

**From Jason Gauthier | South Sound Housing Affordability Partners to Everyone 02:16 PM**

ohh...got it sorry

**From Courtney N Love to Everyone 02:21 PM**

new builds could be exempt for a period of time  
and a sales tax disproportionately impacts the poor

**From Selena Woods to Everyone 02:26 PM**

we would prefer lower homelessness and poverty than more buildings for the rich or middle class

**From LaMont's phone to Everyone 02:27 PM**

Alcohol, cigarettes, sugar, and reefer...lol

**From Delmar Algee to Everyone 02:28 PM**

I was thinking alcohol as well

**From LaMont's phone to Everyone 02:28 PM**

Tax things that would lead to public health improvements

**From Courtney N Love to Everyone 02:29 PM**

sin tax

**From LaMont's phone to Everyone 02:29 PM**

We gotta keep in mind we are a purple community

GUN TAX

Let's tax all the vices...lol

**From Courtney N Love to Everyone 02:29 PM**

how does a gambling tax impact the tribe?

**From michele.jackson to Everyone 02:30 PM**

Thinking about the possibility of an inverse relationship between a tax and homeless rates (similar to what Dr. Lamont spoke to re: sugar and increased health.

**From LaMont's phone to Everyone 02:30 PM**

We should not interfere with tribal nations

**From Selena Woods to Everyone 02:30 PM**

it sounds like tax ideas are taking more away from the poor and homelessness, and I'm concerned about the sugar tax because we know from psychology that people are conditioned through life experience and it's unfair to tax more on sugar with knowledge that poor people conditioned to survive on sugar will be the main ones being tax

**From Andrea Reay - TPCC to Everyone 02:30 PM**

We can't interfere with tribal affairs

**From Courtney N Love to Everyone 02:31 PM**

how do we tax those with high enough incomes that it doesn't harm their existence?

agree Selena



**From Andrea Reay - TPCC to Everyone 02:35 PM**

Time to meet and info over email

**From Selena Woods to Everyone 02:35 PM**

let's meet in a couple of weeks

**From Delmar Algee to Everyone 02:36 PM**

I'm all for a meeting

**From Mieko Gray to Everyone 02:36 PM**

Time to meet

**From Courtney N Love to Everyone 02:36 PM**

I'd like to evaluate each suggestion with the who and how it benefits and harms - and another meeting

**From michele.jackson to Everyone 02:36 PM**

Time to meet

**From Heather Moss, Pierce County Human Services to Everyone 02:38 PM**

I have to bounce to another meeting (bummer!), but sent my notes for the federal section to Rob, Gerrit, and Anika. Thanks, all. H

**From Rob Huff (he/him) - Coalition to End Homelessness to Everyone 02:41 PM**

One technical issue - when we go into breakout rooms, closed captioning does not work. I am unsure how we can work around that, but I wanted to mention it.

**From Cynthia Stewart to Everyone 02:41 PM**

Thank you, Rob

**From Rob Huff (he/him) - Coalition to End Homelessness to Everyone 02:49 PM**

Yes. Giving capacity may be a challenge. My background data on that is growing old though.

That is good information. It will be even better when it is available to the public.

**From gerrit nyland to Everyone 02:50 PM**

Fuller information on the Community First village style project is at <https://www.piercecountywa.gov/7845/Pierce-County-Village>