

Continuum of Care Oversight Committee

Human Services



## Meeting Minutes

May 15, 2019

Salvation Army – 1110 S Puget Sound Ave, Tacoma, WA 98406

### Members Present

James Pogue, Comprehensive Life Resources  
Amanda DeShazo, Aff. Housing Consortium  
Cacey Hanauer, Tacoma Housing Authority  
Dana Orr, Pierce County AIDS Foundation  
Dr. Eric Jackson, Bethlehem Baptist Church  
Erica Azcueta, City of Tacoma  
Haili Crow-Cyr, The Rescue Mission  
Jeff Rodgers, Pierce County Human Services  
Keith Galbraith, Family Renewal Shelter  
Marilee Hill-Anderson, Sumner School District  
Martha Sheppard, Salvation Army  
Neal Rogers, Community Representative  
Patti Spaulding-Klewin, CCS  
Rachel Silis, Dept. of Veterans Affairs  
Samantha Iverson, Tacoma Public Schools  
Sean Raybell, WSD of Corrections  
Seth Kirby, Oasis Youth Center  
Sydney Screws, Dept of Child, Yth & Fam  
Tasha Smith, Rebuilding Hope  
Tiffany Spier, City of Lakewood  
Tonya Tunnell-Thornhill, Exodus Housing  
Valorie Crout, Associated Ministries

Bryan Jeter, Bonney Lake Police Department  
Kathi Littmann, Greater Tacoma Community  
Foundation  
Devon Isakson, Reach  
Robin Webb, LASA  
Sean Lewis, Associated Ministries  
Senator Steve O’Ban, Senior Counsel  
Behavioral Health  
Troy Christensen, Metropolitan Development  
Council

### Welcome

- James called the meeting to order at 9:00 a.m.
- Introductions were made for CoC Members, Pyramid consultants, and guests.

### Members Absent

Andy Rohr, TPC Health Dept.  
Autumn Hughes, Workforce-Central  
Diane Powers, City of Tacoma  
Ellie Ottey, Pierce County Housing Authority  
Nick Bayard, The REACH Center

### Staff

Valeri Knight  
Vy Yun  
Clay Aldern

### Pyramid

Denise  
Dawn  
Alex

## **Your 5-Year Vision**

Dawn asks members/guests to answer the following questions.

- By 2025, homelessness in Pierce County will be...
- By 2025, people in Pierce County who are at risk of, or are experiencing homelessness will...
- By 2025, all people in Pierce County will...
- By 2025, Pierce County's homelessness system will...
- By 2025, our community will...

See attachment for results.

## **The 5-Year Plan**

- We want goals that are measurable. We do not need to end homelessness in 5 years, but what can we achieve in 5 years. We do not want to set the goal so high, that we cannot reach them.
- We will develop 1-4 goals for each of the strategic priorities. The strategies under each goal are closer to the activities that we will undertake to accomplish the goal.
- Keith says there has been a lot of planning over the years in this group to work on our priorities. He suggests that when we look at our strategic plan, we go back to the original one and adapt and change it. He adds a lot of people have done a lot of work over the years and says he wishes we could use some of that work that has been done already as a reference, so we can check what we've already done.

## **Affirming Strategic Priority Areas and 5 Year Goal Setting/Quick Reflections**

1. **Housing**  
Maximizing the use of what we have now and advocate for more housing.
2. **Services/Stability**  
Risk of becoming homeless, experiencing homelessness, recently housed.
3. **System Improvements**  
How do we create an efficient, effective system?
4. **Community Engagement**  
How do we optimize partnerships in the community?
5. **Strengthening the Continuum of Care**  
What can make this a stronger body/entity?

See attachment for results

## **Priority Population Goal Setting**

- Domestic Violence
- Veterans
- Families and Households with Children
- Chronically Homeless
- Youth and Young Adult

See attachment for results.

## **Reflections, Final Thoughts, and Next Steps**

- The next CoC meeting will be focused on strategy.

- Pyramid Consultants will send out reading/background materials and will be assigning members to working groups.

**Public Comment Period**

None

**Meeting Adjourned**

James adjourns the meeting at 2:14 pm.

# PIERCE COUNTY COC STRATEGIC PLANNING SESSION

Notes captured from May 17, 2019

## BY 2025, OUR COMMUNITY WILL...

- Adapt and utilize targeted universalism (8 votes)
- Recognize that homelessness is all of our problem (1 vote)
- Will de-stigmatize homelessness and see it as a symptom of much bigger issues (3 votes)
- Look and feel better. Number of affordable housing increasing, number of homeless households decreasing (3 votes)
- Acknowledge and address the issue and the players (8 votes)
  - Together
  - Efficient
  - Willing to expand
  - Adapt
- Celebrate! (1 vote)

## BY 2025, PIERCE COUNTY HOMELESS SYSTEM WILL...

- Prioritize equity, be integrated and appropriately funded (13 votes)
- Be designed to meet the needs of the homeless population, including proactively (6 votes)
- Be understood (useful, transparent, coordinated) to all parties involved (residents, government bodies, clubs, citizens, faith-based agencies) (1 vote)
- Permanent housing options within 90 days and lowered returns to homelessness (2 votes)
- Be the gold standard national model because we are so efficient and effective at addressing personal and systemic challenges (5 votes)
- Have an integrated system that is data-driven (1 vote)

## BY 2025 ALL PEOPLE IN PIERCE COUNTY WILL...

- Have access to affordable housing and livable wages! (5 votes)
- Have access to affordable housing (1 vote)
- Understand the state of homelessness in Pierce County, what is being done to address it and how they can help (2 votes)
- Have more updated resources that care interconnected c/o barriers and criteria (10 votes)
  - Technology, funding streams, training, etc.
- Have countywide access to crisis response and affordable housing (rent or buy) (2 votes)
- Have the mentality that we are all in this together and no life will be left behind! (1 vote)

## BY 2025 ALL PEOPLE AT RISK OR EXPERIENCING HOMELESSNESS WILL...

- Culturally relevant and responsive access to seamless systems of care (12 votes)
- Resources
  - Access to
  - Multiple options

- If needed
- Client choice
- Understood by all
- Gain access to resources needed to secure or maintain housing
- Have access to services/resources on-demand across multiple communities (12 votes)
- Have knowledge of on-demand access to resources
- Countywide community buy-in, a place to sleep *if* wanted (1 vote)
- Know exactly where to go to get assistance and the assistance will be available at the time of need (2 votes)
- As needed, will have access to multiple best option resources that are understood by all (1 vote)

#### BY 2025 HOMELESSNESS IN PIERCE COUNTY WILL BE...

- Accurately tracked, addressed at the root of the issue, Reduced by 1/2+1% (10 votes)
- Rare, brief and one-time and that all facets of the community will come together with the desire to assist those in need (3 votes)
- Decreased by 50%
- Decreased by 45%
- Rare, brief and one-time (8 votes)

## TARGET POPULATIONS

### YOUTH AND YOUNG **ADULTS** (2 votes)

The COC will create a YYA subcommittee that will consist for the Anchor Communities Initiative (ACI) Core Team Members. This will avoid duplication of work and align the COC with the plan to end YYA homelessness.

Notes: YYA Rapid Rehousing (RRH) are typically 12 months—so 79% who maintained housing after one year is relatively misleading. Coc should align with other efforts for YYA.

### VETERANS

- Extend wraparound services for non-VHA-eligible clients
- Additional services for veterans that have income higher than 30-50% AMI (i.e. 100% [sc?] income is ` \$2900/mo, making single adults ineligible for PSH and RRH options currently available to veterans.

Notes: SHIELD (strategy) = Shelter (shelter, 253), Health (health, 253), Independent (Hire, 253), Encourage (Encourage 253), Leadership (Volunteer (253), Developmental Assets (Hope)

### CHRONICALLY HOMELESS INDIVIDUALS

- 80% of individuals who previously experienced chronic homelessness will remain housed 2 years after securing permanent housing
- 100% of permanent housing (PSH, RRH) providers will engage other resources including Medicaid FSC (supportive housing & employment).

## FAMILIES (HOUSEHOLDS WITH CHILDREN)

- 95% of formerly homeless individuals will remain housed after two years
- Increase financial stability using self-sufficiency matrix by 2 points over 1 year

## DOMESTIC VIOLENCE SURVIVORS

- 90%+ for two years
- Increase available shelter, RRH and PSH units specifically for DV population with less/fewer/no barriers to housing (e.g. YWCA, KWA, Puyallup Tribe- new shelter needed within 2-3 years)

\*open new DV shelter by 2021 in eastern Pierce County rural area with \_\_\_ units

HIV/AIDS should be included as separate targeted population

## STRATEGIC PRIORITY AREAS

### #1: HOUSING

Maximize the use of existing housing while advocating for additional housing resources and more affordable housing

Incentivizing affordable housing participation for landlords and realtors

- Rental? Ownership? What is “housing”
  - Housing options: RV, Mobile home, SRP, ADU, MF, SF, Great house, Tiny home, Cottage, Zoning restriction, high barrier populations, houseboat
- Mixing income/zoning across pierce county

GOAL 1 (verbatim required): Increase percentage of exits to permanent housing from 53% to 59% or more

- To increase shared housing options
- A program to introduce ADU's onto existing land with private homeowners (helps with cost to tap into sewer, electric, water). This is FMR housing.
- To increase number of units through the Landlord Liasion Project to 1000

Q: What is net change of affordable housing units? Redevelopment vs rehabilitation #'s?

Q: How to address recidivism?

GOAL 2: Create 1000 PSH units

GOAL 3: Create 5000 affordable housing units for below 30-80% AMI

GOAL 4: Expand Diversion Resources (money is needed)

GOAL 5: Develop a comprehensive data system re available units and vouchers

### BRAINSTORMING NOTES:

- Informing the public, they can share housing and rooms (especially LGBTW, POC households)
- 1000+ list of chronically homeless individuals in Pierce County
- Struggle with current prioritization for money for diversion or RRH/PSH
- Need to establish homeless grapevine communication
- Intake systems need to improve the ability to filter out those who “stretch the truth”

- Need to improve the speed at which RRH/PSH units become available (reinspection takes too long)
- Need more units and resources to ID and houses “difficult to house” individuals

## #2: SERVICES AND STABILITY

Support the stability of individuals at risk of homelessness, already experiencing homelessness and recently housed

GOAL 1: Verbatim required: Reduce returns to homelessness after exits to permanent housing within 24 months from a little less than 20% to less than 10%

GOAL 2: Increase successful exits from diversion from 85% to 90% at proportional rates according to demographics

- Q: Time of return to homelessness now? (24 months)
- Q: Wraparound services for initial move to permanent?
- Q: Do we know enough about the homelessness pipeline to prioritize?
- Disaggregate on returns?
- Q: What are criteria for diversion?
- Q: Are definitions and data the right information to challenge outcomes?

GOAL3: Expand what Diversion funds can be used for

GOAL 4: Establish support for ‘at risk’ populations

- No resources currently available for “at risk of homelessness” populations. Need them

GOAL 5: Implement a “Care coordination” model that ensures housing stability and sustainability

GOAL 6: Implement the use of Foundational Community Supports in PH

### BRAINSTORM NOTES:

- Need more robust system to assist with case management so those given diversion \$ are helped to remain in housing
- Need more PSH- any put through diversion would be better served by PSH

## #3: SYSTEM IMPROVEMENTS

Create a more responsive, adjustable crisis response system

So that everyone has a place to stay that night so that people can access services they need when they need it and from where they are

GOAL 1: Reduce the wait time for housing to less than 90 days from the time someone enters the system (Coordinated Entry?)

GOAL 2: Increase percentage of exits from street outreach to positive outcome destinations to the level of the top performing 20% of homelessness crisis response systems nationwide (i.e.) from xxx to greater than 76%)

- Increase emergency shelter capacity
- Develop cohesive protocol that aligns all sectors that that everyone is aware of their community role
  - o Signing onto a collaborative where everyone understands one another’s scopes of work)
- No wrong door

- No waiting list for all populations accessing emergency shelter countywide
  - o Goal revision: on-demand access to coordinated entry for screening and prioritizations, reduce current wait times to zero, this includes in-person and online
- Broader definition of homelessness (especially youth homelessness)

#### BRAINSTORMING NOTES

- Define system (jargon)
  - o Non-HMIS system are not always included
- Access?
  - o Universal intake document?
- 19 days for 1<sup>st</sup> referral from prioritization
- How is the diversion program being utilized to help/harm individuals experiencing homelessness (aka not being put in the priority pool, opting for diversion without tools for sustainability)
- Translation services at the front door for Coordinated Entry for All
- ICE undocumented families: are we capturing this data?

#### #4: COMMUNITY ENGAGEMENT

Optimize and leverage partnerships to better prevent and address homelessness

- -leverage internal and external partnerships
- -add “intentional” language somewhere

Preliminary 5-year goal

GOAL 1 (proposed goal focus): engaging other sectors, (e.g. juvenile justice, education, healthcare etc.)

- Role of the subcommittee

GOAL 2: proposed goal focus: aligning and coordinating network of county-wide partnerships and collaborators in this work using an equitable lens

- Community Engagement Subcommittee: Have at least 1 (ideally 3) representative from each township in Pierce County (unincorporated Pierce County)
  - o Role of the subcommittee is to engage external partnerships (other sectors) strategy

GOAL 3: Increased number of volunteers

- Increased number of cities actively using a racial equity lens
- Increased number of active volunteerism members
- Proportional representation, clear idea of resources across the county

#### BRAINSTORMING NOTES:

- Coordinating with other coalitions (countywide and local)
- Coordinating with other major systems; room for growth
  - o Point person (jails, hospitals, foster care)
  - o Regular touch points liaisons
- Streamline communication with faith based organizations and churches
- Neighborhood based
- Deputizing for CE to be able to go further out into communities (Graham, Spanaway, East Pierce County)

- Work harder to build relationships with other providers (public education)
  - Actually going out and engaging inviting, making people feel welcome
  - Integrating public/private
    - Intentionally “we want you here”
- Could we explore...
  - Partnerships with PC existing services
  - Aging & Disability Resource Center
  - Energy Assistance LIHEAP Program?
  - Also some divisions of TOC?
  - Develop way to measure who is turned away—we need numbers to justify new partner’s help
- How can we demonstrate cost savings (reduce returns to HML from HML patients in hospitals discarded into housing vs streets, also from incarceration)?
  - Better health outcomes (less \$)
- Concern over loss of funding to family support center and school social services

#### #5: THE CONTINUUM OF CARE

Strengthen the CoC to enhance its effective in leading (governing?) implementation of the 5-year plan

- For membership to reflect the community served—determined
  - To lead with a racial equity lens when making decision
  - Not proiver-dominated (leadership)
- Q: Can nongovernment staff the CoC? Be overarching body for addressing

homelessness?

GOAL 1: Incorporate language in RFP/contracts within the CoC requiring compliance with the 5-year plan

GOAL 2: Establish frequency for the committees to meet, designated reporting back to CoC  
Stablish knowledge base (ethos) for CoC across the board

GOAL 3: Onboarding process towards a culture we’re working towards (action-oriented demographics)

- Community engagement can lead to community buyin with the CoC—see results of plan

#### BRAINSTORMING NOTES

- Diversity with shared plan
- Use the plan regularly
- Leadership or oversight?
  - \*brainstorming language in the RFP/contracts within the CoC requiring compliance of the 5 year plan
- Are there other CoC models we could explore? Look at ACH model.
- Could be a powerful body
- Housing providers need buy-in, ownership and partnership
- More public buy-in we all know why we’re here
- For COC to inform policy
- Figure out who we are
- Utilize evaluation committee to evaluate housing providers performance in the CoC

This entity could...

- Have well informed baseline of knowledge that allows balanced work
- using the values to further our strategies and tactics
- define itself as a governing board?
- Make the work of the coc more visible
- Gain knowledge from other entities to shape our tole (other cocs, ACH model)
- Make racial equity non-negotiable