

Pierce County

COMPREHENSIVE PLAN TO END HOMELESSNESS *UPDATE*

2025-2030





ACKNOWLEDGMENTS

The Comprehensive Plan to End Homelessness Update (CPEHu) is the result of a dedicated, months-long collaboration. We extend our sincere gratitude to the following groups for their invaluable contributions and unwavering dedication to our neighbors experiencing homelessness:

- **People with Lived Experience**
- **Youth Action Board (YAB) Members**
- **Homeless Service Providers & Advocates**
- **Comprehensive Plan to End Homelessness Implementation Advisory Board (IAB)**
- **Pierce County Continuum of Care (CoC) Members**
- **The Tacoma-Pierce County Coalition to End Homelessness**
- **Residents who attended community feedback sessions**

This plan is our roadmap, but our community is the engine. We invite every resident, business and organization to join us in this mission. Whether through advocacy, volunteering or partnership, your continued engagement is vital. To view the CPEHu online and learn how you can get involved, please visit www.piercecountywa.gov/homelessplan.



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IMPACT OVERVIEW



The Comprehensive Plan to End Homelessness update (CPEHu) outlines Pierce County's long-term, systemwide roadmap for preventing and ending homelessness through coordinated action, shared accountability, and a commitment to equity. Grounded in data, community input, and the lived experience of people who have experienced homelessness, the CPEHu details strategies to strengthen governance, improve service delivery, expand housing, and better align resources across systems.

The plan themes and expected impacts below describe how successful implementation of this plan will transform the homeless response system—reducing homelessness, shortening the length of homeless episodes, and ensuring that responses are effective, equitable, and responsive to the needs of Pierce County's most vulnerable residents. Each theme links back to one or more CPEHu goals, as noted below:



**System Coordination,
Governance &
Transparency**

Related Goals: 1, 2, 5



**Prevention, Stability &
Early Intervention**

Related Goals: 3, 6



**Lived Experience, Equity &
Community Engagement**

Related Goals: 1, 2, 7, 8



**Integrated Services &
Crisis Response**

Related Goals: 4, 5, 8



**Provider Capacity,
Workforce & Performance**

Related Goals: 1, 6, 7



**Housing Pathways &
Permanent Housing
Solutions**

Related Goals: 2, 6, 8

System Coordination, Governance & Transparency

A more coordinated, transparent, and accountable homeless response system with aligned policies, shared priorities, and data-driven decision-making. Improved governance and oversight reduce duplication, address disparities, close service gaps, and ensure resources are targeted to the greatest risk of harm for maximum impact.

Lived Experience, Equity & Community Engagement

Programs and policies shaped by people with lived experience of homelessness and grounded in meaningful community engagement. This results in more equitable, responsive services, reduced stigma, stronger public trust, and decisions that reflect real-world needs, barriers, and strengths.

Provider Capacity, Workforce & Performance

A stronger, more sustainable provider network supported by performance-based funding, multi-year contracts, technical assistance, and workforce investments. Providers are financially stable, staff are retained and supported, and services are consistently high-quality and outcomes driven.

Prevention, Stability & Early Intervention

Fewer households enter homelessness as prevention, diversion, and financial stabilization supports are targeted to those at greatest risk. Increased financial resilience and earlier intervention improve long-term housing stability and reduce repeat crises.

Integrated Services & Crisis Response

Stronger integration across homeless services, behavioral health, healthcare, and other adjacent systems ensures faster, more coordinated responses.

Immediate needs are met quickly and safely, especially during crises and extreme weather—while unsheltered individuals are comprehensively engaged and connected to services.

Housing Pathways & Permanent Housing Solutions

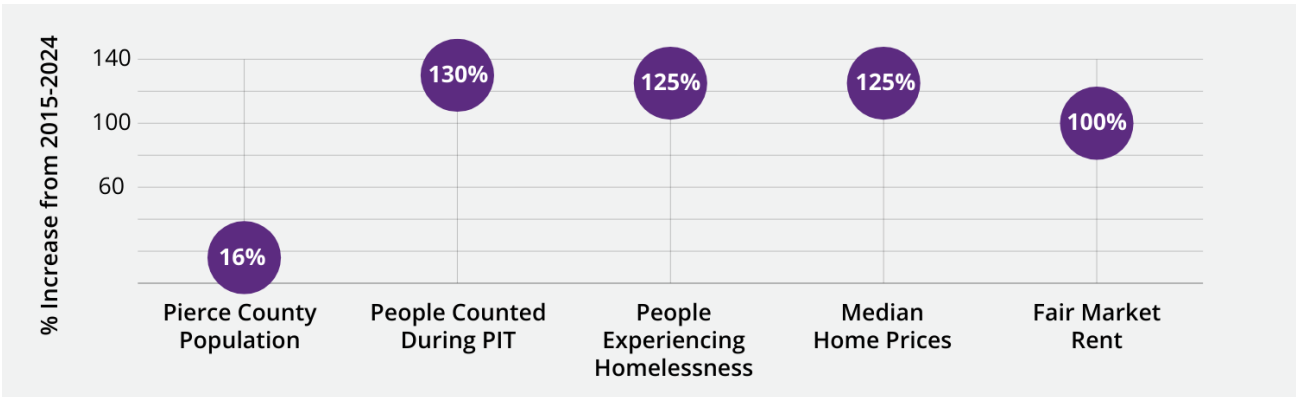
Expanded access to affordable, stable housing through innovative, cost-effective solutions and individualized pathways. Faster lease-up, smoother transitions between interventions, and better alignment of housing supply with need, reduce time spent homeless and support long-term housing stability.



EXECUTIVE SUMMARY

Pierce County faces a rapidly evolving homelessness crisis driven by rising housing costs, stagnant wages, and an undersized crisis response system. Since 2015, homelessness has increased 125%, mirroring the surge in median home prices and rents. While the County currently invests \$40–50 million annually in services, full system-scale response would require a substantially larger ongoing investment, between \$225 million and \$500 million annually, according to our [2024 Homeless Services Cost Estimate](#).

**More
than \$225
million
per year**



For the past ten years, **rent and housing values have more than doubled**, increasing at the same rate of people becoming homeless.

This updated plan offers a roadmap for a fundamental shift in how we approach homelessness in Pierce County. The current homeless crisis response system is not meeting the growing needs of our community, providing an opportunity to build a system that is scaled to the level of the problem and the needs of those we serve. Pierce County is committed to a system that not only responds to homelessness but also actively prevents it by stabilizing households at risk before they fall into crisis. Four years ago, we shifted our focus toward building a system scaled to

the reality of the need and created the [Comprehensive Plan to End Homelessness](#). Following the plan’s initial adoption, Pierce County benefited from an infusion of federal resources—including from the Coronavirus Aid, Relief, and Economic Security Act and the American Rescue Plan Act—which allowed for significant expansion of homeless and housing services. These investments helped launch innovative programs that have moved thousands of people from the streets into permanent housing. Our provider network grew as new organizations entered the system and existing partners broadened their services.

Together, cross-system collaboration made initiatives such as by-name lists and strengthened prevention programs. Throughout this period, innovation, transparency, and data-informed decision-making remained central to our approach. These foundations shape the CPEHu.

The CPEHu outlines the following eight goals:



Promote an equitable, accountable and transparent homeless crisis response system.



Prioritize assistance based on the greatest barriers to housing stability and the greatest risk of harm and ensure interventions are effective for all populations.



Prevent homeless episodes whenever possible.



Ensure adjacent systems address needs of people experiencing homelessness or at risk of homelessness.



Meet the immediate needs of people experiencing homelessness.



Expand the permanent housing system to meet the need.



Strengthen the homeless provider workforce.



Seek to house everyone in a stable setting that meets their needs.

VISION & VALUES

Everyone in Pierce County should have a home. This Comprehensive Plan envisions a system that prevents homelessness by stabilizing at-risk households and immediately responds to homelessness with appropriate shelter and a permanent housing intervention. Our overall goal is to achieve functional zero—a state in which people have access to immediate shelter and an effective permanent housing program.



Our vision is an integrated, adaptable, and responsive network of services that fosters stability, restoration, and self-determination for every person in Pierce County—regardless of income, background, or where they live. Achieving this vision requires strong collaboration across jurisdictions, business sectors, faith communities, nonprofit and philanthropic partners, and residents both housed and unhoused.



This plan is grounded in Targeted Universalism: we set universal goals for the entire community and use targeted strategies to ensure all populations can reach them. This approach requires identifying the barriers that prevent people from obtaining and keeping housing—and committing to removing those barriers through policy, investment, and program design.

Everyone in Pierce County should have a home.

DEFINING HOMELESSNESS

The definition of homelessness varies. Veteran programs, schools, and the U.S. Department of Housing and Urban Development (HUD)-funded Continuum of Care grantees all operate under different definitions of homelessness.



For this plan, homelessness is defined based on state guidelines to include households without, or at immediate risk of losing, a regular, safe, and adequate place to sleep; people fleeing or attempting to flee domestic violence; and unaccompanied youth as defined under any federal standard.





State Requirements

The Washington State Department of Commerce (Commerce) has outlined requirements to develop a local homeless and housing plan that covers 2025-2030. The Comprehensive Plan to End Homelessness (CPEH) Implementation Advisory Board (IAB), which is tasked with assessing the County's progress towards implementing the CPEH, identifying priority areas for implementation and recommendations, and improving implementation, recommended that Pierce County Human Services (PCHS) revise the CPEH to reflect the requirements of Commerce for the local plan. As instructed by [RCW 43.185C.050](#), the Pierce County Council must review and adopt a revised CPEH that incorporates Commerce requirements.



View the prior plan at www.PierceCountyWA.gov/CPEH2022.

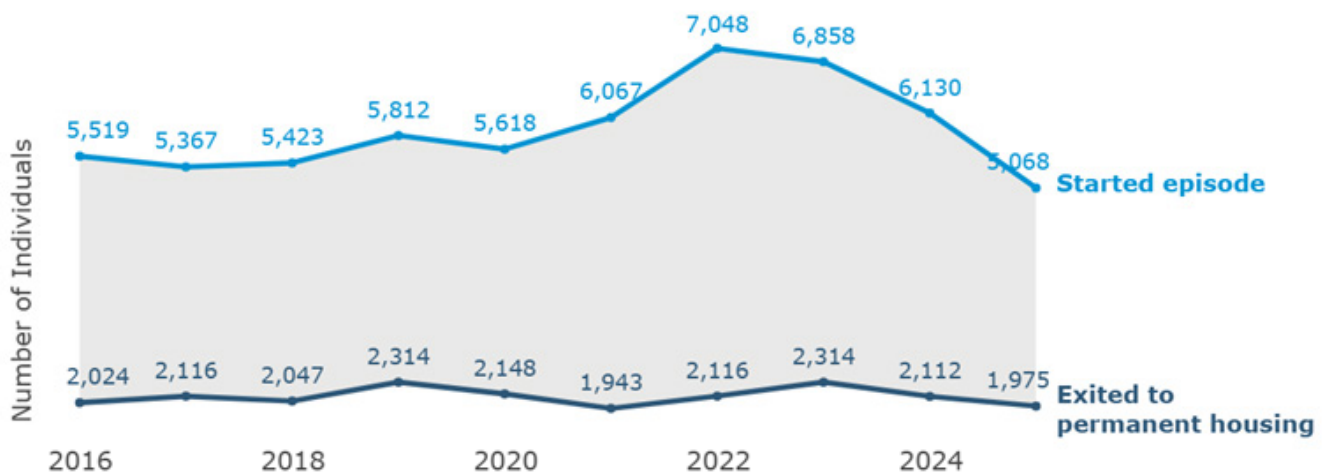


The local plan must align with the plan guidance issued by Commerce, which requires jurisdictions to develop an addendum to their existing plan to address any missing elements identified in the state guidance. This addendum is subject to all “Requirements” outlined in the Commerce guidance.

The IAB recommends that the County implement this approach through a revision to the CPEH, now referred to as the CPEHu.

SYSTEM PERFORMANCE

There remains a significant gap between the vision outlined in this plan and the current capacity of the homeless crisis response system. Expanding the system to meet the full scope of need is a major undertaking. Even so, there are encouraging signs: fewer people are entering homelessness each year and exits to permanent housing have remained steady. Although the system reflects an overall increase in homelessness there are encouraging signs over the past three years that first time homelessness has decreased which demonstrates meaningful, measurable progress.



Even though home prices and rents have risen, entries into homelessness have decreased since their height in 2022; this could be due to a number of factors, some of which are discussed later in this plan. Factors may include the success of state- and County-funded efforts like the Eviction Prevention Program (EP), the Landlord Liaison Program (LLP), and the Homeless Prevention program. Closing the gap between entries into homelessness and exits to permanent housing will continue to necessitate these and other innovative programs.

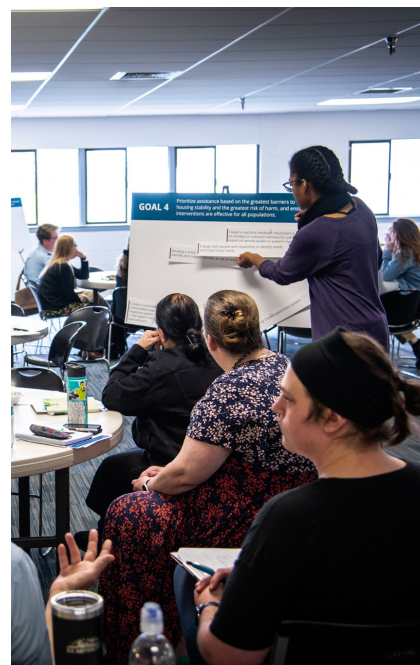
Simultaneously, Pierce County has engaged in a variety of other important efforts to center the voices of those most affected by the homelessness crisis and provide proven interventions to pursue functional zero in our community. As with the CPEH adopted by Pierce County in 2021, the CPEHu is based on several guiding principles, notably the importance of community engagement (particularly those with lived experience), Targeted Universalism, and data-informed decision-making.

BUILDING THE PLAN

COMMUNITY ENGAGEMENT

Community engagement was instrumental in shaping the original plan, and this update continues that commitment by ensuring people had both a voice in its development and clear access to the document. Outreach efforts included a range of strategies, including presentations to community groups and elected officials, community feedback sessions, the formation of an ad hoc IAB committee with diverse representation—including individuals with lived experience—and direct engagement with key stakeholders. Securing the broadest possible input on the CPEH was a central priority, reflecting our commitment to transparency and collaboration in addressing homelessness.

Three community feedback sessions were held during the day and weekend, in-person and virtual, and at various times and locations to maximize accessibility. They took place on April 28, July 19, and October 15, and encouraged participation in the development of goals, strategies, and accountability measures.

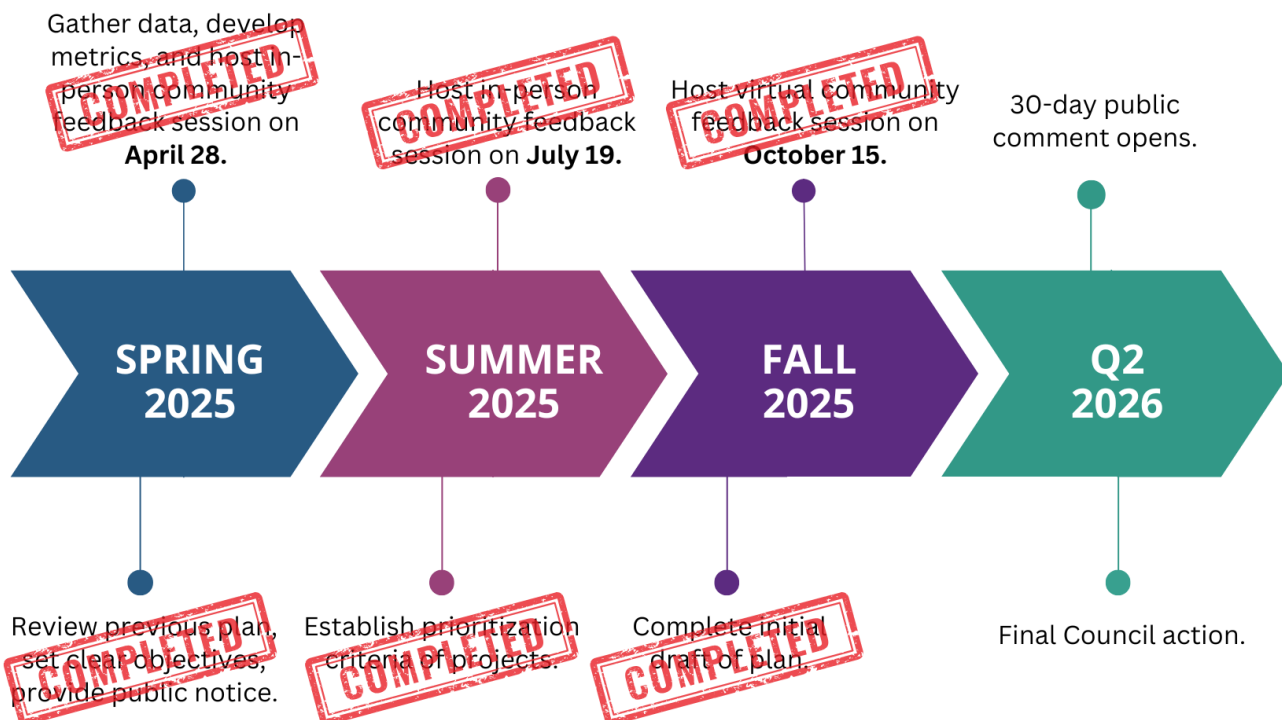


Attendance was diverse and included community members with lived experience, long-time homeless advocates, service providers, and government staff; people with lived experience were offered compensation to participate at a rate of \$30 per hour.

Our engagement efforts also included consultation with key interest holders such as the Pierce County Executive, representatives from local jurisdictions, and community advocates, many of whom have lived experience. We sent notifications to the public of our intent to amend the plan, advertising via press release, email, or other communication channels, and listing on the [official website](#).

Communication highlights include:

- [Notice of Development of Five-Year Plan – March 6](#)
- [Social Media Post – April 18](#)
- [Community Feedback Session # 2 – June 25](#)
- Website Timeline Graphic (below)



Ongoing accessible and meaningful community engagement will remain a vital component of plan implementation and will center on the voices of people with lived experience. The CPEHu will evolve as new information emerges and the needs both of people experiencing homelessness and the wider communities in which they live are better understood. One way to achieve that is to have substantial participation in activities like the Point-In-Time Count, public meetings, and community forums from residents, volunteers, and our IAB.



When undertaking this update, the IAB took on the role of the Commerce required ‘Task Force’ which must be a body created by a county or city government to develop a five-year homeless housing plan. The IAB met monthly throughout the year and served as the planning body for the development of the CPEHu. Many members of the IAB Task Force and greater IAB have been involved in or responsible for advising on implementation of the plan since 2022, including representatives from the County’s largest cities—Tacoma and Lakewood. The full membership roster for the Task Force can be found in Appendix F.

To increase key stakeholder participation and collaboration, an ad hoc committee was created with members from various sectors and with a wide range of experiences to develop strategies and recommend plan actions and performance measures. The committee met bi-weekly starting in April, providing feedback and deadlines for each goal. To align with state requirements, members representing the following were invited to participate in the ad hoc committee:

- Individuals with lived experience of homelessness (not including those already participating as members of the IAB)
- A representative of a Behavioral Health Administrative Service Organization OR a Managed Care Organization
- A representative from a By and For organization within the local government’s jurisdiction (Commerce may grant an exemption if a local government cannot fulfill this requirement)
- Emergency shelter operators
- Domestic violence/sexual assault shelter and housing providers
- Homeless outreach providers
- Rental subsidy administrators
- Permanent Supportive Housing (PSH) providers and operators
- Coordinated Entry (CE) staff

The full membership roster for the ad hoc committee can be found in Appendix F.

LIVED EXPERIENCE

We know the continued development and expansion of programs to implement this plan will be most successful when people with lived experience are meaningfully involved in decision-making. All strategies in this plan are designed to leverage the expertise of people with lived experience, as well as the organizations that work to advance the needs of populations of focus. While developing this plan we have created strategic partnerships with existing groups representing lived experience of homelessness. This includes the Pierce County Youth Action Board (YAB), which helped identify plan elements that impact youth and young adults. Additionally, this year, the Lived Experience Coalition was chosen to lead the improvement project for the CE system, with completion anticipated in 2026.

TARGETED UNIVERSALISM

Targeted Universalism provides the framework to pursue a common, shared goal with multiple strategies designed for the unique needs of different groups. Populations with known distinctive needs, those who are shown locally or nationally to have poor outcomes in homeless systems, and those disproportionately experiencing homelessness, such as veterans, individuals with disabilities, and historically underserved populations, benefit from targeted strategies to exit homelessness.

When data indicates the need for a targeted approach specific to a population, we design or modify programs around the unique needs of the affected population. For example,

programs such as System Navigation support the most vulnerable by offering individualized case management during the transition from homelessness to a permanent housing referral. Our plan continues to focus on utilizing by-name lists and establishing a unified system and regional collaboration to bring key agencies together to work towards functional zero.

With the focus on the community-wide goal of ending homelessness, the plan has evolved to meet its goals in the following ways:

● By-name list

● Unified Regional Approach

By-Name List

After the original plan proposed the creation and maintenance of a by-name list of all people experiencing homelessness, we got to work improving technology, coordinating with partners, and providing support to agencies submitting data to our Homeless Management Information System (HMIS). We overcame a variety of hurdles to incorporate the System Navigation program into the management of by-name lists for the following populations:

- youth and young adults
- veterans
- chronically homeless,
- families
- BIPOC individuals
- Those fleeing domestic violence

The System Navigation program integrates a national best practice, [Functional Zero](#).

[Community Solutions](#), which fosters cross-system collaboration and case conferencing to streamline processes and effectively match individuals experiencing homelessness with permanent housing referrals. The CPEHu continues to emphasize the importance of a universal by-name list, which serves several purposes. A universal list helps ensure that all individuals have access to the resources the system provides. It also enables more effective evaluation and assessment of the system's overall performance. Most importantly, a by-name list underscores that lives are at stake—each entry represents a unique person, someone whose name we know and whose needs we strive to meet.

Unified Regional Approach (URA)

The original plan included a goal to “create a unified homeless system.” From March 2025 to March 2026, a third-party consultant convened elected leaders from governments in Pierce County to design a unified regional approach to homelessness (URA). Their work was informed by three task forces with broad representation from government staff, homeless service providers, people with lived experience, and other community members. The elected leadership group reached consensus on a proposed design that includes the following mission and vision:

Vision: A unified regional approach to substantially reduce homelessness so that it is rare, brief, and non-recurring.

Mission: The URA empowers Pierce County governments to choose locally responsive solutions to respond to and prevent homelessness, while establishing a countywide framework that supports coordination and efficient use of shared resources.

The design includes the following elements:

- Voluntary participation by governments in Pierce County.
- Establishment via an interlocal agreement amongst governments in Pierce County, without the creation of a separate legal entity.
- A governance board to direct URA operations, consisting of representatives from participating governments.
- Administration of the URA by Pierce County, including as employer for staff.

In April 2026, the Pierce County Council Office took the lead on next steps to implement the URA design. This updated plan includes actions for Pierce County to implement and operate the URA. [Learn more about the URA here.](#)



DATA-INFORMED DECISION-MAKING

Data is a key tool to accomplish the goal of permanent housing for all. HMIS is used to store and manage our community's homelessness data and is accessible to all service providers contracting with the County. Over the past five years, our access to data and the ability to analyze it have increased exponentially. Accountability measures and strategies from the first plan have been implemented, as follows:

- A [public homeless services reporting hub](#) was created with links to dashboards covering annual system performance, comparative data with other CoCs, provider performance, the LLP, and the permanent housing pipeline.
- [Provider scorecards](#) were developed and implemented, allowing for regular contract compliance monitoring for funded providers. Analysis of this data has informed process improvements, including funding based on provider performance which will take effect in 2026.
- An [evaluation of CE](#), including provider compliance, was conducted. Results of this evaluation have informed work to improve the CE process through which households are assessed and scored to determine vulnerability to ensure the appropriate housing referral is made. The improvements will ensure the most vulnerable households receive timely and appropriate referrals through an evaluation of the prioritization assessment tool which scores each household based on barriers to housing.
- A [cost analysis of the homeless crisis response system](#) revealed that interventions focused on supporting those at risk for homelessness are the best option for investing in housing stability for a moderate cost.



We continue to use accurate, comprehensive data to inform programming and funding decisions. Examples include performance-based contracting, starting in 2026, which ensures funds are allocated to maximize system impact, and system-level allocations that prioritize cost-effective interventions, such as Rapid Rehousing (RRH), to address the growing number of people at risk of homelessness due to rising housing costs.

The use of data has driven the development of new programming, including the Shelter Access Hub, which provides 24/7 access to emergency shelter beds. More than 1,500 households were served in 2024 through this program, ensuring individuals and families in need of emergency shelter received appropriate referrals and support.

Data-informed decision-making also led to the creation of the Homelessness Prevention Program, which assists households without formal leases by connecting them to resources that help them remain stably housed. Data trends show that this program directly correlates with the decrease observed in new episodes of homelessness.



Advancements in the County's use of data, through improvements to HMIS- including migration to a more user-friendly platform and the development of data dashboards —have informed targeted investments to maximize impact across homeless services. These data insights shape many of the proposed strategies and actions in the plan, including a regionalized approach to street outreach, the expansion of prevention services for youth and young adults, the proposed expansion of the Right of Way Encampment Resolution Program (ROW ERP) to deliver additional PSH units and improvements to the CE system to identify barriers such as lack of transparency in the referral process, an overly complex system to access resources, and unintended outcomes

PLAN GOALS

The goal for the CPEHu remains the same as in the original plan: reach functional zero, meaning that our capacity to house people is always greater than the number of people experiencing homelessness. It recognizes that homelessness may never be eliminated, but aims to ensure that it is rare, brief, and does not recur for those who experience it. This approach is used by hundreds of homeless service providers across the country and has resulted in dozens of communities ending homelessness for populations of focus, and even more with measurable reductions.

To accomplish this, the plan recommends eight goals:

- 1** Promote an **equitable, accountable and transparent** homeless crisis response system.
- 2** Prioritize **assistance based on the greatest barriers to housing stability** and the greatest risk of harm and ensure interventions are effective for all populations.
- 3** **Prevent homeless episodes** whenever possible.
- 4** Ensure **adjacent systems address needs** of people experiencing homelessness or at risk of homelessness.
- 5** **Meet the immediate needs** of people experiencing homelessness.
- 6** **Expand the permanent housing system** to meet the need.
- 7** Strengthen the **homeless provider workforce**.
- 8** Seek to **house everyone in a stable setting** that meets their needs.

PERFORMANCE MEASURES

The primary metric for assessing the effectiveness of this plan is whether the number of people experiencing homelessness is decreasing. Success will be measured by reductions in the overall homeless population and by the speed at which individuals and families transition from homelessness to permanent housing. HUD monitors Continuums of Care through a series of system performance measures and uses the results to inform funding decisions. As part of its annual funding notices, HUD establishes target benchmarks for these measures. When a Continuum of Care does not meet specific performance targets, HUD provides annual growth targets to guide improvement efforts.

In alignment with HUD's targets, we will:



Reduce the **number of people starting a homeless episode by 5%** each year.



Increase the **number of homeless people who exit to permanent housing from the homeless crisis response system by 2%** each year.



Reduce the typical **length of time from Priority Pool identification to housing move-in by 5%** each year until it is **below 90 days**.



Increase the **percentage of people exiting to permanent housing from emergency shelter, Rapid Rehousing (RRH), and Transitional Housing (TH) by 2%** each year until it is **50% or higher**.



Increase the percentage of people who connect to a Coordinated Entry (CE) **assessment in emergency shelter, day center, and outreach by 5%** each year.



Increase **HMIS data quality by 2%** each year until it is **95% or higher**.



Increase the **proportion of people engaged in case management through the System Navigation program by 5%** each year.

No more than **1 out of every 10 people return to homelessness** once they exit to permanent housing.



Increase the **percentage of people exiting to permanent housing from PSH by 1%** each year until it is **96% or higher**.

80% or higher provider compliance with mandatory homeless services training requirements.



Appendix H includes data for these performance measures for 2024 and 2025.

Amended: Goal 1 - Promote an **equitable, accountable and transparent** homeless crisis response system.

Previous goal: Create a unified homeless system.



An equitable, accountable, and transparent homeless crisis response system engages all partners in decision-making and aligns efforts to enhance accessibility and impact across the community. Ending homelessness requires multiple factors working in concert, including effective management, sufficient and coordinated resources, accountability to interest holders, and skilled leadership. An equitable, accountable, and transparent approach fosters a comprehensive understanding of community needs and supports the leadership, management, and resource distribution necessary to meet them.

This ensures that services are easy for everyone in the county to find and use, we are open and responsible for how we spend our homeless funding, and we actively seek feedback from our partners, using their feedback to improve our programs while keeping the needs of the most vulnerable at the center of everything we do.

Ongoing monitoring of outputs, including funding allocations by source and method, increased engagement with community partners and other jurisdictions, and improvement in provider performance, will guide the County's efforts.

System performance measures to monitor progress toward this goal:

- The annual Washington State Department of Commerce scorecard, which informs future funding levels based on system performance and contract expenditures.
- The development and implementation of the URA, including the execution of interjurisdictional agreements across participating jurisdictions.
- Increase HMIS data quality by 2% each year until it is 95% or higher.

The **performance measures will impact the homeless crisis response system** in the following ways:

- Greater degree of transparency of local, state and federal funding and its uses.
- Create regional response protocols for people experiencing homelessness.
- Improve data collection which will inform system improvements.

Amended: Goal 2 - Prioritize **assistance based on the greatest barriers to housing stability and the greatest risk of harm** and ensure interventions are effective for all populations.

Previous goal: Ensure Interventions are effective for all populations.



Pierce County will focus resources on households with the most severe barriers to securing and maintaining housing, as well as those facing the highest risk of harm if not quickly stabilized. This approach ensures that limited housing and service resources are allocated to prevent the greatest harm and achieve the maximum impact in reducing homelessness, while addressing the needs of Pierce County households most vulnerable to becoming or remaining homeless. Targeted Universalism builds on this approach by tailoring strategies to the unique needs of

different populations. Developing targeted strategies begins with engagement with members of the populations of focus, and continued engagement through community outreach, surveys, and other tools is essential to identify areas for improvement.

The County will engage in ongoing monitoring of outputs, notably engagement rates with populations of focus, as well as outcomes such as referrals, enrollments, and housing placements, to guide its efforts.

System performance measures to monitor progress toward this goal:

- Reduce the typical length of time from Priority Pool identification to housing move-in by 5% each year until it is below 90 days.
- Increase the percentage of people exiting to permanent housing from emergency shelter, Rapid Rehousing (RRH), and Transitional Housing (TH) by 2% each year until it is 50% or higher.

The **performance measures will impact the homeless crisis response system** in the following ways:

- Improve delivery of responsive and timely services for people experiencing homelessness.
- Increase permanent housing outcomes for people experiencing homelessness.

Amended: Goal 3 - **Prevent homeless episodes** whenever possible.

Previous goal: Prevent homelessness.



Prevention is an effective strategy for reducing the inflow of first-time episodes of homelessness. Addressing housing instability and stabilizing households at risk of homelessness is, therefore, a critical priority in efforts to end homelessness. Funding must be strategically targeted to prevent homelessness for the greatest number of households, and additional resources are

needed to reduce the number of at-risk households.

The actions below will allow the County to further this objective. Ongoing monitoring of outputs, including funding and the reach of prevention services, will guide the County's efforts.

System performance measures to monitor progress toward this goal:

- Reduce the number of people starting a homeless episode by 5% each year.
- Increase the percentage of people exiting to permanent housing from PSH by 1% each year until it is 96% or higher.
- Ensure no more than one out of every 10 people return to homelessness once they exit to permanent housing.

The **performance measures will impact the homeless crisis response system** in the following ways:

- Support prevention efforts that decrease the inflow into homelessness and reduce long-term costs across the homeless services system.
- Enhance services for people in permanent housing programs, which will decrease returns to homelessness.

Existing: Goal 4 - Ensure **adjacent systems address needs of people experiencing homelessness** or at risk of homelessness.



Adjacent systems are those that serve people experiencing homelessness or who are at risk of homelessness but are not part of the formal homeless crisis response system. They are seldom designed for the unique needs of people experiencing homelessness or at risk of homelessness. Making changes to these systems, including locating adjacent system

services at homeless program sites, can improve outcomes for people experiencing homelessness.

Ongoing monitoring of outputs, including collaboration and coordination opportunities and client engagement in planned efforts, will guide the County's efforts.

System performance measures to monitor progress toward this goal:

- Increase the number of people engaged in the system navigation program by 5% each year.

The **performance measures will impact the homeless crisis response system** in the following ways:

- Expand support for people awaiting a housing referral.
- By-name list management which will provide case conferencing across multiple systems of care and allow for better matching between needs and interventions.

Existing: Goal 5 - **Meet the immediate needs** of people experiencing homelessness.

Meeting immediate needs for shelter, food, and pathways out of homelessness is vital. Identifying who is experiencing homelessness and actively engaging them to facilitate access to shelter and permanent housing can reduce the duration of homeless episodes.

Ongoing monitoring of outputs, including bed or other services availability, client engagement, and utilization rates, will guide the County's efforts.



System performance measures to monitor progress toward this goal:

- Reduce the typical length of time from Priority Pool identification to housing move-in by 5% each year until it is below 90 days.
- Increase the number of homeless people who exit to permanent housing from the homeless crisis response system by 2% each year.
- Increase the percentage of people exiting to permanent housing from emergency shelter, Rapid Rehousing (RRH), and Transitional Housing (TH) by 2% each year until it is 50% or higher.
- Increase the percentage of people who connect to a Coordinated Entry (CE) assessment in emergency shelter, day center, and outreach by 5% each year.
- Increase the number of people engaged in the system navigation program by 5% each year.

The **performance measures will impact the homeless crisis response system** in the following ways:

- Reduce the time people spend experiencing homelessness to decrease long-term trauma and crisis.
- Ensure people in housing programs, both emergency and time limited subsidy, have the opportunity to exit to long-term housing.
- Ensure all people utilizing emergency services also receive the opportunity to enter the queue for permanent housing placement.
- Connect people to resources and case management when entering the system to better prepare people for housing readiness.

Existing: Goal 6 - **Expand the permanent housing system** to meet the need.



Permanent housing is the goal for all people experiencing homelessness. Because of the very limited supply of housing, a wide variety of interventions and approaches will be necessary (ex: use of project-based vouchers,

increasing supply of PSH units, revamping RRH sustainability). Ongoing monitoring of outputs, including new beds or services, clients served, and housing outcomes, will guide the County's efforts.

System performance measures to monitor progress toward this goal:

- Increase the percentage of people exiting to permanent housing from PSH by 1% each year until it is 96% or higher.
- Increase the number of homeless people who exit to permanent housing from the homeless crisis response system by 2% each year.
- Reduce the typical length of time from Priority Pool identification to housing move-in by 5% each year until it is below 90 days.

The **performance measures will impact the homeless crisis response system** in the following ways:

- Ensure all people exiting permanent housing programs can secure long term unsubsidized housing options, by increasing the supply of housing and increasing income to better afford market rate units, when appropriate.
- Increase housing inventory to decrease the length of time people experience homelessness.

New: Goal 7 - Strengthen the **homeless provider workforce**.



The homeless service provider workforce is at the core of efforts to serve unhoused community members. These staff play a vital role in ensuring the quality, quantity, and overall performance of services delivered. From meeting performance targets and responsibly managing grant funds to connecting people with emergency services and permanent housing, this workforce is essential to every aspect of the system's

success. Efforts to strengthen the provider workforce will include providing training, increasing allowable administrative costs, and ensuring pay equity across the system.

Ongoing monitoring of outputs, such as engagement rates with providers and improvement in provider performance, will guide the County's efforts.

System performance measures to monitor progress toward this goal:

- 80% or higher provider compliance with mandatory homeless services training requirements.
- Based on the results of future wage surveys/studies, the County will provide guidance and analysis of appropriate pay per classification for homeless service providers.

The **performance measures will impact the homeless crisis response system** in the following ways:

- Ensure workforce is trained and prepared to offer services based on the individualized needs of each client served.
- Reduce staff turnover for homeless service providers, leading to more accurate contract expenditures and improved client outcomes.

New: Goal 8 - Seek to **house everyone in a stable setting** that meets their needs.



The unique needs of people experiencing homelessness range from access to adjacent services and basic necessities to therapeutic supports and sustainable housing opportunities. Individualized case management and tailored solutions are

essential to supporting each person's path to stability and long-term success.

Ongoing monitoring of outputs, such as engagement rates and survey results, will guide the County's efforts.

System performance measures to monitor progress toward this goal:

- Increase the number of homeless people who exit to permanent housing from the homeless crisis response system by 2% each year.
- Increase the percentage of people exiting to permanent housing from PSH by 1% each year until it is 96% or higher.
- Ensure no more than 1 out of every 10 people return to homelessness once they exit to permanent housing.

The **performance measures will impact the homeless crisis response system** in the following ways:

- Create pathways to transition from one housing intervention to another, based upon need.
- Reduce client turnover in permanent housing programs.

STRATEGIC IMPLEMENTATION TIMELINE

The key focus areas for the 2025 and 2026 time period include:



Develop the Unified Regional Approach (URA) to strengthen collaboration across jurisdictions.



Increase transparency in system-level data and performance results, including monthly updates to performance-based awards, contracts, and scorecards.



Further integrate lived experience into the design and governance of the homeless crisis response system.



Enhance transparency in funding sources and uses across the system.



Implement and maintain by-name list management to track progress toward functional zero for priority populations.



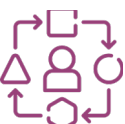
Build out a comprehensive youth and young adult homelessness response system that moves the region toward functional zero.



Expand prevention services and align them with adjacent systems, including behavioral health, child welfare, and corrections.



Invest in the homeless services provider workforce through training, capacity building, and expanded technical assistance.



Improve the Coordinated Entry system to reduce disparities and respond more quickly and equitably to the needs of people experiencing homelessness.

The key focus areas for the 2027 through 2030 time period include:



Further advance the Unified Regional Approach (URA) through detailed process alignment across jurisdictions.



Conduct annual service quality reviews to evaluate programs brought online in 2025 and 2026.



Develop housing programs tailored to vulnerable populations, including those with high acuity and complex needs.



Expand services that meet immediate needs, such as day centers, emergency shelter, and street medicine.



Expand the availability of homeless services and emergency housing in unincorporated communities throughout Pierce County.



Increase permanent housing capacity and inventory to support long-term exits from homelessness.



END OF PLAN – START OF APPENDICES

Appendix A

Goal 1 - Promote an equitable, accountable, and transparent homeless crisis response system.		
<i>Denotes previously identified goal/objective or strategy in original CPEH.</i>		
Strategy	Action	Timeline
1.1 Governments in Pierce County will develop a Unified Regional Approach to responding to and preventing homelessness. The Unified Regional Approach will empower Pierce County governments to choose locally responsive solutions to respond to and prevent homelessness, while establishing a countywide framework that supports coordination and efficient use of shared resources.	1.1.1 Initiate a consultant-led process to design the Unified Regional Approach, including leading community engagement and communication efforts.	Q1 2025
	1.1.2 Communicate with governments in Pierce County about the proposed design for the Unified Regional Approach. Encourage and support governments to express their commitment to formalizing the collaboration.	Q2 2026
	1.1.3 Take initial steps to align certain policies and procedures across governments by supporting governments in Pierce County to: • Develop or update data collection policies to increase use of HMIS. • Develop or update procedures to connect homeless residents to resources, including housing and shelter. • Develop or update inclement weather policies to connect homeless people with resources during inclement weather events. • Identify locations that may serve as inclement weather shelter.	2026
	1.1.4 Ensure sustainability and formalize the Unified Regional Approach by working with other governments in Pierce County to develop and adopt an Interlocal Agreement and other necessary agreements.	2027
	1.1.5 Formally launch the Unified Regional Approach. URA staff will facilitate coordination, collaboration, and communication across governments related to homeless response and prevention. URA staff will provide technical assistance to governments in implementing locally-tailored solutions.	2027
EXPECTED IMPACT: Coordination and collaboration across governments so that homeless people and families will have access to support to get or stay housed no matter where they live in Pierce County.		

Strategy	Action	Timeline
1.2 Incorporate the lived experience of homelessness or housing instability into system governance and decision-making processes.	1.2.1 Facilitate one focus group per year for people experiencing homelessness.	Q4 2026
	1.2.2 Create a Person with Lived Experience Expert (PLEE) committee or board to ensure that decisions regarding programming and system-level changes are informed by lived experience.	Q4 2026
	1.2.3 Launch a public education campaign and three homelessness 101 education sessions to engage the community in homeless service needs, outcomes and opportunities to participate.	Q1 2027
EXPECTED IMPACT: More responsive, equitable, and effective programs and policies that reflect the real needs and barriers faced by people experiencing homelessness.		

Strategy	Action	Timeline
1.3 Strengthen financial resiliency for providers and offer training and technical assistance on homeless system performance improvement strategies. When necessary, develop plans for grantees who are not meeting performance requirements.	1.3.1 Produce performance scorecards to track provider outcomes and conduct monthly reviews with each provider to support accountability and continuous improvement.	Q1 2025
	1.3.2 Develop performance-based contracts which emphasize outcomes for individuals seeking services and utilize performance to determine future funding for individual agencies.	Q3 2025
	1.3.3 Implement multi-year service contracts for homeless service providers in order to provide sustainable funding opportunities.	Q1 2026
	1.3.4 Publish a resource hub for technical assistance to support project performance, contract compliance and staff training to increase staff retention and service quality.	2027
EXPECTED IMPACT: A stronger, more sustainable homeless response system in which providers are financially stable, better equipped to meet performance expectations, and able to deliver high-quality, outcomes-driven services.		

<i>Denotes previously identified goal/objective or strategy in original CPEH.</i>		
Strategy	Action	Timeline
1.4 Improve data quality and public access to information on homeless system performance, funding, and portfolios of homeless service programs and housing capital investments.	1.4.1 Publish data on current funding sources and the uses of that funding.	Q1 2025
	1.4.2 Convene three community feedback sessions per year and use this information to refine programs and funding. Publish information gathered during community feedback sessions on the CPEH webpage.	Q4 2026
	1.4.3 Update HMIS policies and training protocols to increase accuracy and completeness of location and demographic data for people served by the homeless system.	2026
	1.4.4 Coordinate across jurisdictions to create contractual language requirements for HMIS utilization to ensure monitoring of the whole system.	2027
	1.4.5 Publish an annual analysis of current homeless crisis response system funding, system design decision-making, and leadership structure.	2027
	1.4.6 Improve resource acquisition by maintaining a homeless crisis response system funding master list including current, expected, and potential future federal, state, local jurisdiction, philanthropic and other system funding.	2027
	1.4.7 Publish performance measure data for this plan online at least annually.	2027
EXPECTED IMPACT: Increased data completeness, accuracy, and quality and greater transparency, accountability, and public trust, leading to more informed decision-making by policymakers, stakeholders, and the community.		

Goal 2 - Prioritize assistance based on the greatest barriers to housing stability and the greatest risk of harm and ensure interventions are effective for all populations.		
<i>Denotes previously identified goal/objective or strategy in original CPEH.</i>		
Strategy	Action	Timeline
2.1 Engage with individuals and organizations from populations of focus to identify concerns with existing programs to determine needed program alterations or additional providers.	2.1.1 Transition the CPEH Implementation Advisory Board (IAB) into a permanent task force to assess current strategies and make recommendations for future implementation.	2027
	2.1.2 Conduct an annual quantitative and qualitative service quality survey, including a “hope scale” type survey, of a sample of people experiencing homelessness. Ensure the survey is part of a trauma-informed process accessible to the widest possible audience, preferably administered by people experiencing homelessness themselves.	2027
	2.1.3 Pilot a real-time feedback mechanism for individuals to report on service quality or suggest improvements.	2028
EXPECTED IMPACT: More effective and equitable services that address identified gaps, reduce barriers to access, and better meet the specific needs of populations most impacted by homelessness.		

Strategy	Action	Timeline
2.2 Annually review interventions and services to ensure referrals, enrollments, and outcomes are being monitored for each population of focus.	2.2.1 Create and manage by-name lists for the most vulnerable populations: youth, veterans, survivors of domestic violence, and chronically homeless individuals.	Q4 2025
	2.2.2 Implement a youth-only Coordinated Entry system with a unique prioritization tool to serve the population.	Q2 2026
	2.2.3 Evaluate the Coordinated Entry prioritization tool to ensure populations of focus are receiving appropriate referrals to housing programs and disparities do not exist.	Q4 2026

	2.2.4 Create and manage by-name lists for all populations outside of those mentioned in 2.2.1.	2027
EXPECTED IMPACT: More effective and equitable services that address identified gaps, reduce barriers to access, and better meet the specific needs of populations most impacted by homelessness.		

Strategy	Action	Timeline
2.3 Expand housing and emergency service programs to meet the needs of populations of focus.	2.3.1 Implement the Youth Homelessness Demonstration Program to prevent and end youth homelessness.	Q4 2026
	2.3.2 Expand veteran programs through a transitional housing project for families.	Q4 2026
	2.3.3 Create Youth Transitional to Rapid Rehousing projects that meet the individualized needs of the population.	Q4 2026
	2.3.4 Develop housing programs for older adults and people with disabilities that address their specific needs.	2028
	2.3.5 Create a housing program for the LGBTQ+ population.	2028
	2.3.6 Expand emergency shelter to families with minor children.	2028
EXPECTED IMPACT: Increased access to appropriate housing and crisis response services, leading to improved safety, stability, and housing outcomes for populations most impacted by homelessness.		

Strategy	Action	Timeline
2.4 Support homeless people who can work in developing workforce skills, securing employment and/or increasing their income, and attaining permanent housing.	2.4.1 Establish a jobs and housing stability program in unincorporated Pierce County that includes transitional housing, such as tiny homes or other non-congregate housing, with support services and structured employment opportunities.	2027
EXPECTED IMPACT: Increased opportunities for people who can work to receive the support they need to achieve permanent employment and housing.		

Goal 3 - Prevent homeless episodes whenever possible.		
<i>Denotes previously identified goal/objective or strategy in original CPEH.</i>		
Strategy	Action	Timeline
3.1 Revise homeless prevention services eligibility based on best practices, with eligibility adjustments to accommodate varying levels of assistance, and target the assistance to where it will prevent homelessness for the greatest number of populations of focus.	3.1.1 Secure sustainable funding for the Homeless Prevention program.	Q4 2026
	3.1.2 Complete a Randomized Controlled Trial to determine the efficacy of Eviction Prevention with case management to prevent homelessness.	Q4 2026
	3.1.3 Expand the Landlord Liaison Program to prevention services.	Q4 2026
	3.1.4 Create a prevention program for older adults with limited income and/or disabilities to prevent homelessness.	2028
	3.1.5 Utilize Maureen Howard Affordable Housing Tax funds to provide permanent supportive housing tenants who are at risk of homelessness enhanced services such as care coordination.	2028
EXPECTED IMPACT: More effective and equitable prevention outcomes, resulting in better alignment of resources with household needs and risk levels.		

<i>Denotes previously identified goal/objective or strategy in original CPEH.</i>		
Strategy	Action	Timeline
3.2 Provide financial counseling and life skills training to assist at risk households with financial stability.	3.2.1 Expand access to Renters' Readiness classes across systems.	Q4 2026
EXPECTED IMPACT: Increased household financial stability and resilience, resulting in improved budgeting, income management, and problem-solving skills that help households maintain housing and avoid future crises		

<i>Denotes previously identified goal/objective or strategy in original CPEH.</i>		
Strategy	Action	Timeline
3.3 Expand Diversion to households at risk of homelessness.	3.3.1 Expand Eviction Prevention assistance to households living in subsidized housing earning 30% of the Area Median Income (AMI) or less.	Q4 2026
	3.3.2 Expand Coordinated Entry eligibility to households at risk of homelessness.	Q4 2026
	3.3.3 Implement direct cash transfers to prevent episodes of homelessness.	Q4 2026
EXPECTED IMPACT: Reduced entries into homelessness and increased housing stability, as households are quickly connected to safe, alternative housing solutions and short-term assistance before entering the homeless system.		

Goal 4 - Ensure adjacent systems address needs of people experiencing homelessness or at risk of homelessness.		
<i>Denotes previously identified goal/objective or strategy in original CPEH.</i>		
Strategy	Action	Timeline
4.1 Develop coordinated communication among adjacent systems.	4.1.1 Implement case conferencing for system partners to establish referral processes.	2027
	4.1.2 Expand the Street Medicine program with an additional team to provide services in geographic areas beyond Tacoma.	2028
	4.1.3 Implement transportation/shuttle service for clients engaged in the homeless crisis response system.	2028
EXPECTED IMPACT: More effective and equitable services that address identified gaps, reduce barriers to access, and better meet the specific needs of populations most impacted by homelessness.		

<i>Denotes previously identified goal/objective or strategy in original CPEH.</i>		
Strategy	Action	Timeline
4.2 Create or join existing workgroups and work with organizations in adjacent systems to identify and implement best practices for facilitating individuals' access to services in adjacent systems.	4.2.1 Establish a workforce program for clients exiting the Right of Way Encampment Resolution Program.	Q4 2026
	4.2.2 Engage other departments within Pierce County to facilitate coordinated planning and response opportunities.	Q4 2026
	4.2.3 Engage Department of Children, Youth, and Families, Adult Protective Services, and Department of Social and Health Services in planning and service provision.	2027
	4.2.4 Engage reentry, healthcare, emergency services and transit in partnership opportunities such as coalitions and committees, to improve coordination and service provision.	2027
EXPECTED IMPACT: Enhanced cross-system access and support for individuals experiencing homelessness, resulting in smoother navigation of services, reduced barriers to care, and improved outcomes.		

<i>Denotes previously identified goal/objective or strategy in original CPEH.</i>		
Strategy	Action	Timeline
4.3 Expand behavioral health services to maximize opportunities for housing-related services to support unhoused populations entering permanent housing.	4.3.1 Create a program for cross-system support between hospitals (including behavioral health services located within hospital systems) and homeless service providers.	Q4 2026
	4.3.2 Expand behavioral health services to maximize opportunities for housing-related services to support unhoused populations entering permanent housing.	2027
EXPECTED IMPACT: close service gaps, enhances system capacity, promotes better mental health and substance use outcomes, and strengthens integration between behavioral health and homeless services for a more comprehensive, person-centered response.		

Strategy	Action	Timeline
4.4 Create satellite service offices in rural and suburban areas to reach populations outside urban centers.	4.4.1 Establish at least three satellite offices with Coordinated Entry service providers.	2028
EXPECTED IMPACT: Increased access to services for underserved populations, resulting in earlier intervention, reduced geographic barriers, and more equitable support for people at risk of or experiencing homelessness.		

Strategy	Action	Timeline
4.5 Support justice-involved individuals and families in attaining and maintaining housing stability through partnerships with organizations in the child welfare, legal, and reentry systems.	4.5.1 Collaborate with partners in the criminal-legal system and community-based organizations to identify justice-involved individuals and families who are homeless or at risk of homelessness and connect them to housing and shelter resources. Justice-involved people include but aren't limited to people in eviction proceedings, people exiting jail or prison, and families involved in the child welfare system.	2028
EXPECTED IMPACT: Increased support for justice-involved people to achieve housing stability.		

Goal 5 - Meet the immediate needs of people experiencing homelessness.		
<i>Denotes previously identified goal/objective or strategy in original CPEH.</i>		
Strategy	Action	Timeline
5.1 Create and manage a by-name list for the entire homeless population.	5.1.2 Maintain by-name lists and monthly case conferencing for individuals experiencing homelessness.	2027
EXPECTED IMPACT: Enhanced system-wide visibility, accountability, and targeted intervention, enabling providers and policymakers to track each individual experiencing homelessness, prioritize resources based on need, and coordinate services more effectively.		

<i>Denotes previously identified goal/objective or strategy in original CPEH.</i>		
Strategy	Action	Timeline
5.2 Ensure every household experiencing homelessness has access to navigation services such as street outreach and Critical Time Intervention.	5.2.1 Publish a dashboard displaying the portion of individuals on the by-name list receiving navigation services.	Q4 2026
EXPECTED IMPACT: More consistent engagement and support for all households experiencing homelessness, resulting in faster connection to housing, services, and resources.		

<i>Denotes previously identified goal/objective or strategy in original CPEH.</i>		
Strategy	Action	Timeline
5.3 Prioritize funding to implement the Shelter for All plan to expand homeless shelters and ensure access to behavioral health services at shelter sites.	5.3.1 Identify properties and adjust zoning to allow for tiny home villages in unincorporated Pierce County.	Q4 2025
	5.3.2 Transition emergency shelter operations from night-by-night admissions to ongoing, service-oriented shelter stays that promote stability and pathways to permanent housing.	2027
EXPECTED IMPACT: Increased shelter capacity and integrated support services, resulting in more individuals and families safely sheltered during crises.		

<i>Denotes previously identified goal/objective or strategy in original CPEH.</i>		
Strategy	Action	Timeline
5.4 Improve Coordinated Entry to ensure appointments are available the same day or the next day in shelters, day centers and other access points across Pierce County.	5.4.1 Include contractual obligations for Coordinated Entry providers to establish walk-in hours, same-day appointments, and additional access points.	Q4 2025
EXPECTED IMPACT: Faster access to housing resources and services, reducing delays that can prolong homelessness and crisis situations.		

<i>Denotes previously identified goal/objective or strategy in original CPEH.</i>		
Strategy	Action	Timeline
5.5 Offer rapid rehousing and permanent supportive housing interventions during the Coordinated Entry conversation.	5.5.1 Evaluate, assess, and implement changes to the Coordinated Entry system to meet the needs of the highest prioritized individuals based on prioritization score.	Q3 2026
	5.5.2 Evaluate program modifications to measure outcomes of changes made to policies, processes, or tools to improve outcomes for high-priority individuals.	Q3 2026
	5.5.3 Implement contractual obligations for providers delivering Coordinated Entry services to expand service offerings to permanent supportive housing and rapid rehousing referrals during assessment.	2027
EXPECTED IMPACT: Quicker connection to appropriate housing solutions, allowing individuals and families to access the most suitable resources immediately.		

<i>Denotes previously identified goal/objective or strategy in original CPEH.</i>		
Strategy	Action	Timeline
5.6 Size the homeless outreach system to engage all people living unsheltered.	5.6.1 Increase hygiene services, both mobile and day center.	2028
	5.6.2 Implement contractual requirements for all street outreach teams to work within specified geographic areas to ensure outreach services are accessible to all areas within Pierce County.	2027
	5.6.3 Expand outreach services to evening and weekend hours.	2029
	5.6.4 Create a late-night program for case management and hotel/motel vouchers, especially over weekends.	2030
EXPECTED IMPACT: Quicker connection to appropriate housing solutions, allowing individuals and families to access the most suitable resources immediately.		

Strategy	Action	Timeline
5.7 Implement an effective inclement weather response plan to meet immediate needs.	5.7.1 Identify at least two new day centers (heating/cooling) by population type (youth, families, etc.) for inclement weather activation.	Q4 2026
	5.7.2 Partner with Tacoma-Pierce County Health Department and the Medical Examiner to track data on fatalities, causes, and risk factors.	2027
EXPECTED IMPACT: Increased safety and protection for people experiencing homelessness during extreme weather events, ensuring timely access to shelter, supplies, and essential services.		

Strategy	Action	Timeline
5.8 Incorporate food access expectations for housing and shelter providers.	5.8.1 Require funded day shelter, overnight shelter, permanent supportive housing, transitional housing, safe parking, and other temporary housing/shelter providers to develop and implement a food access plan. Each plan should include coordination with existing emergency food systems and consideration of barriers related to location.	2027
	5.8.2 Facilitate relationships between food access programs and housing and shelter providers to promote food access for program participants.	2027
EXPECTED IMPACT: Increased opportunities for program participants to access food and meals and meet their nutritional needs.		

Goal 6 - Expand the permanent housing system to meet the need.		
<i>Denotes previously identified goal/objective or strategy in original CPEH.</i>		
Strategy	Action	Timeline
6.1 Expand funding for cost-effective interventions, including Diversion and rapid rehousing.	6.1.1 Evaluate the Diversion model to estimate the funding required to increase the number served.	2027
	6.1.2 Collaborate with the Tacoma Housing Authority and Housing Pierce County (formerly Pierce County Housing Authority) to implement a project-based housing voucher program.	2027
	6.1.3 Expand rapid rehousing provider capacity, adding at least three new providers or projects and serving 150 additional households annually.	2028
EXPECTED IMPACT: Increased safety and protection for people experiencing homelessness during extreme weather events, ensuring timely access to shelter, supplies, and essential services.		

<i>Denotes previously identified goal/objective or strategy in original CPEH.</i>		
Strategy	Action	Timeline
6.2 Size the capacity of the permanent housing system, including units and case management, to meet demand, using tenant-based and project-based programs, with a particular focus on projects that add new permanent housing at very low capital costs, such as hotel conversions and Community First! style housing development projects.	6.2.1 Provide quarterly technical assistance sessions for permanent supportive housing case managers regarding best practices and challenges delivering services.	Q4 2025
	6.2.2 Implement routine process improvement evaluations of permanent supportive housing programs for opportunities to improve programs.	Q4 2025
	6.2.3 Expand Maureen Howard Affordable Housing Tax to all housing related services and include rental assistance as an eligible cost.	Q1 2026
	6.2.4 Implement a shared housing program to add housing inventory at a lower cost for older adults and youth.	Q4 2026
	6.2.5 Develop an estimate of the available permanent housing inventory to assess whether people in the homeless crisis response system have an opportunity to move into permanent housing more quickly.	2027
	6.2.6 Expand the Right of Way Encampment Resolution program to increase permanent supportive housing units.	2027
	6.2.7 Offer permanent supportive housing services individualized for populations of focus.	2028
EXPECTED IMPACT: Reduce housing waitlists, lower overall system costs through innovative, low-capital solutions and ensure adequate case management for successful tenancy.		

<i>Denotes previously identified goal/objective or strategy in original CPEH.</i>		
Strategy	Action	Timeline
6.3 Coordinate with affordable housing efforts to develop 0-30% AMI and 30-50% AMI housing dedicated to households exiting homelessness.	6.3.1 Use Maureen Howard Affordable Housing Tax funds to create 625 housing units targeted at households below 30% AMI, including PSH, homeless housing, and housing for households at risk of homelessness.	Q4 2030
EXPECTED IMPACT: Expanded access to affordable, stable housing for households transitioning out of homelessness, ensuring that housing options match their income and support long-term stability.		

<i>Denotes previously identified goal/objective or strategy in original CPEH.</i>		
Strategy	Action	Timeline
6.4 Size the Landlord Liaison Program to maximize access to the rental market, including using master leasing.	6.4.1 Offer mediation services to support people's housing stability – rapid rehousing, permanent supportive housing, Diversion, and Prevention.	Q4 2026
	6.4.2 Establish a budget and release a competitive procurement to expand the Landlord Liaison Program to households at risk of homelessness.	Q3 2026
EXPECTED IMPACT: Increased housing opportunities and faster placement for people experiencing homelessness, particularly in tight rental markets.		

Strategy	Action	Timeline
6.5 Estimate and act on permanent and emergency housing needs to support a clear linkage between long-term land use planning and the development of homeless housing capital projects in consultation with homeless housing service providers.	6.5.1 Create a reporting mechanism for emergency shelter beds coming online to guide planning and resource allocation for the 2026-2027 emergency shelter budget.	Q4 2026
	6.5.2 Collaborate with Planning and Public Works to establish a pipeline of potential emergency shelter and permanent housing sites.	2029
EXPECTED IMPACT: More strategic and timely development of housing for people experiencing homelessness, ensuring that land use decisions, zoning, and capital investments align with system demand.		

Goal 7 - Strengthen the homeless provider workforce.		
<i>Denotes previously identified goal/objective or strategy in original CPEH.</i>		
Strategy	Action	Timeline
7.1 Implement benchmark performance targets to allow for: • Effective spending on homeless service dollars. • Improved identification of provider needs for technical assistance. • Determination of funding based on performance.	7.1.1 Facilitate County-wide networking for best practice sharing across organizations. Document best practices shared, collaborations formed, and follow-up actions resulting from networking.	Q2 2025
	7.1.2 Offer technical assistance during the evaluation of contract performance targets.	Q1 2026
EXPECTED IMPACT: Improved accountability, efficiency, and outcomes across the homeless response system, ensuring homeless service dollars are spent effectively and aligned with evidence-based practices.		

Strategy	Action	Timeline
7.2 Prioritize staff retention during the contracting process.	7.2.1 Encourage providers to submit application budgets that account for the full cost of program operations, with an emphasis on sustainable wage increases for staff.	Q3 2026
	7.2.2 When allowed by funding source, allow funded service providers to use up to 15% of total direct costs for eligible administrative expenses.	Q3 2026
	7.2.3 Monitor policies or actions taken to reduce pay disparities, such as standardized pay scales, and reduce the pay gap between the highest and lowest paid staff to the extent possible through provider partnerships.	2028
	7.2.4 Contract with a third-party entity to provide comparable data on market pay rates and trends to establish a guideline for homeless service providers.	2028
EXPECTED IMPACT: A more inclusive, skilled, and effective homeless response system, where leadership and service delivery are informed by firsthand experience.		

Goal 8 – Seek to house everyone in a stable setting that meets their needs.		
<i>Denotes previously identified goal/objective or strategy in original CPEH.</i>		
Strategy	Action	Timeline
8.1 Explore opportunities to expedite the lease-up process for permanent supportive housing units.	8.1.1 Implement the System Navigation program to provide wrap-around case management for people awaiting permanent housing referrals.	Q1 2025
	8.1.2 Create toolkits for providers to establish documentation requirements for people awaiting Permanent Supportive Housing referrals.	Q1 2026
EXPECTED IMPACT: Faster occupancy of available Permanent Supportive Housing units and reduced time spent homeless, ensuring that housing resources are used efficiently, and vacancies are minimized.		

Strategy	Action	Timeline
8.2 Implement a client engagement and feedback system to ensure participant voices inform decision-making and drive improvements across programs.	8.2.1 Monitor how the program addresses complaints and system inefficiencies and improves accountability for individuals experiencing homelessness.	2030
	8.2.2 Develop structure and funding requirements to implement a client feedback program.	2030
EXPECTED IMPACT: More responsive, equitable, and higher-quality services, as programs are continuously improved based on direct participant input.		

Strategy	Action	Timeline
8.3 Train and support Permanent Supportive Housing providers in Foundational Community Supports and the SSI/SSDI Outreach, Access and Recovery Program.	8.3.1 Host informational sessions for providers facilitated by existing Foundational Community Supports providers to encourage participation and access to training opportunities and fiscal supports.	Q4 2026
	8.3.2 Implement a post-session survey to report improved knowledge of participation, training, or fiscal support opportunities.	Q4 2026
EXPECTED IMPACT: Improved access to healthcare and income supports for Permanent Supportive Housing participants, resulting in greater housing stability and improved health outcomes.		

Strategy	Action	Timeline
8.4 Utilize the Maureen Howard Affordable Housing Tax to enhance services for permanent supportive housing clients.	8.4.1 Procure funding to expand the Maureen Howard Affordable Housing Tax to people enrolled in rapid rehousing programs.	2027
EXPECTED IMPACT: Improved service quality and housing stability for Permanent Supportive Housing residents, as enhanced funding supports more robust case management, behavioral health services, and tenancy supports.		

<i>Denotes previously identified goal/objective or strategy in original CPEH.</i>		
Strategy	Action	Timeline
8.5 Facilitate movement from one housing intervention type to another to best serve the changing needs of clients as required supports increase or decrease, including sites with enhanced medical and behavioral health supports.	8.5.1 Develop comprehensive policies and procedures to guide service delivery and fund administration.	Q2 2026
	8.5.2 Use multidisciplinary case conferencing to reduce barriers to transfer between programs and improve continuity of care across housing and health services.	2027
	8.5.3 Establish provider policies that allow people to move from one intervention type to another based on individual need.	2027
EXPECTED IMPACT: Greater housing stability and more efficient use of housing resources, as individuals are able to transition seamlessly to housing options that best align with their current level of need.		

Appendix B

Estimates of service levels

This report provides baseline information on activities and investments aimed at eliminating homelessness within the jurisdiction. The estimates highlight trends in expenditures for homeless and housing services and offer data to inform projections of future needs by intervention type. The estimates of service levels are calculated by the Washington State Department of Commerce [Estimates of Service Levels Data Tool 2024-2025](#).

Intervention	2024 Spend	Funding Source
Coordinated Entry	\$3,244,243.89	Local DRF
Emergency Shelter	\$7,145,194.60	CHG
Eviction Prevention	\$6,027,511.17	CHG
Landlord Liaison	\$120,010.36	Local DRF
Outreach	\$1,594,434.74	CHG
Permanent Supportive Housing	\$5,515,475.69	CoC, CHG
Rapid Rehousing	\$9,886,424.81	THA, CoC, CHG, State ESG
Rental Assistance	\$527,268.10	Local DRF, ARPA
Right of Way	\$9,848,387.70	ERP
Transitional Housing	\$87,157.12	CHG
Grand Total	\$43,996,108.18**	

Intervention	2025 Contracted	Funding Source
Coordinated Entry	\$4,632,581.90	Local DRF, CHG
Emergency Shelter	\$10,196,476.17	CHG
Eviction Prevention	\$5,804,890.00	CHG
Landlord Liaison	\$394,256.00	Local DRF
Outreach	\$1,347,016.83	CHG, Local DRF
Permanent Supportive Housing	\$7,008,224.00	CoC, CHG, Local DRF
Rapid Rehousing	\$9,286,274.00	CoC, CHG, Local DRF
Right of Way	\$8,233,758.00	ERP
YHDP	\$2,625,000.00	CoC
Grand Total	\$49,528,476.90	

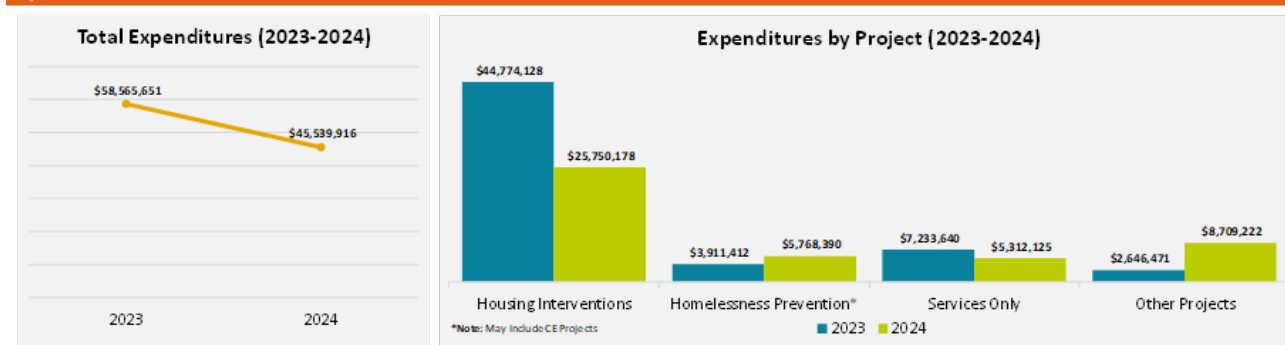
The following definitions apply:

CHG	Consolidated Homeless Grant	ERP	Encampment Resolution Program
DRF	Document Recording Fee	THA	Tacoma Housing Authority
CoC	Continuum of Care	ERP	Encampment Resolution Program

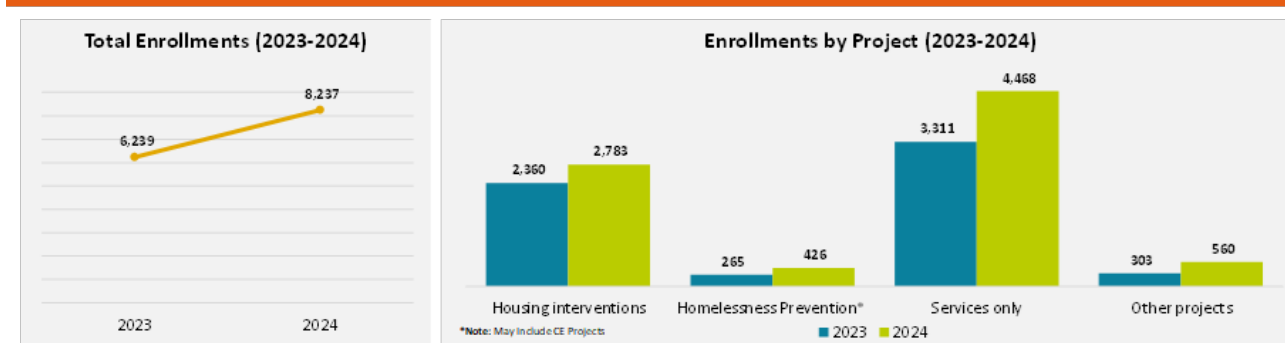
****Total Pierce County Expenditures**

These charts represent system-wide expenditures

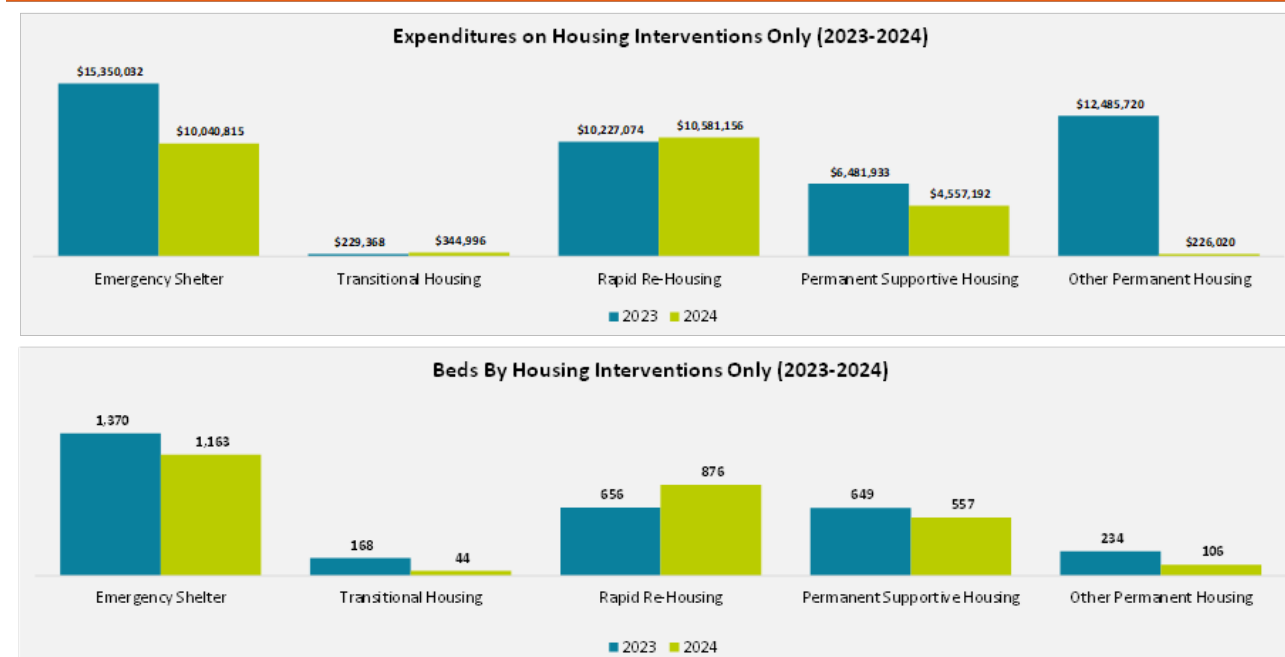
Expenditures



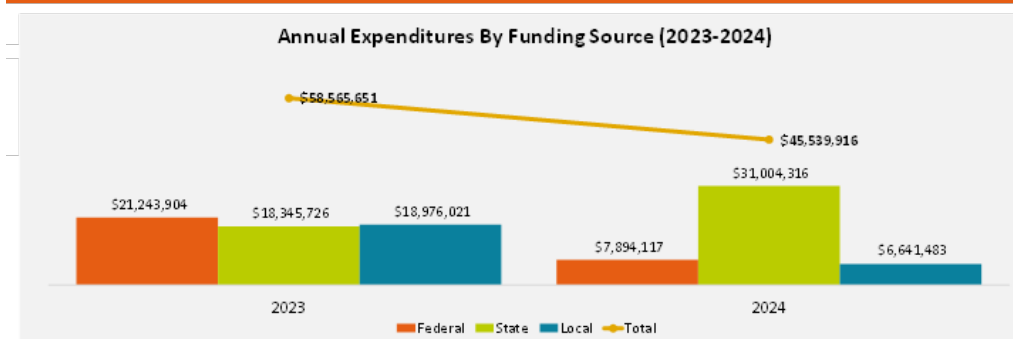
Enrollments



Housing Interventions



Funding Breakdown



Appendix C

Survey of fund sources for homeless housing assistance programs and capital projects

Fund Source	Source	Status	Allowable Uses	Amount Received SFY24	Actual/projected received SFY25
Consolidated Homeless Grant (CHG)	State	Receiving/collecting	Operating	\$22,984,837	\$27,160,983
Continuum of Care (CoC)	Federal	Receiving/collecting	Operating	\$4,530,152	\$4,920,489
Community Development Block Grant (CDBG)	Federal	Receiving/collecting	Operating/Capital	\$3,704,158	\$3,761,569
Youth Homelessness Demonstration Program (YHDP)	Federal	Receiving/collecting	Operating	N/A	\$1,388,422
Emergency Solutions Grant (ESG)	Federal	Receiving/collecting	Operating	\$1,607,843	\$276,876
RCW 36.22.250 (Document Recording Surcharge, Local)	State	Receiving/collecting	Operating/Capital	\$1,062,006	\$771,040
RCW 84.52.105 (Local Housing Levies)	State	Receiving/collecting	Capital	N/A	N/A
RCW 82.14.540 (Affordable and Supportive Housing Sales and Use Tax)	State	Receiving/collecting	Operating/Capital	\$2,785,841	\$2,951,700
RCW 82.14.530 (Housing and Related Services Sales and Use Tax)	State	Receiving/collecting	Operating/Capital	\$24,807,289	\$23,978,017
RCW 82.14.460 (Mental Health Sales and Use Tax)	State	Receiving/collecting	Operating/Capital	\$22,900,000	\$2,900,000
HOME Investment Partnership Program	Federal	Receiving/collecting	Operating/Capital	\$1,497,01.	\$1,490,877

Appendix D

Estimates of permanent and emergency housing needs

The estimates of permanent and emergency housing needs were developed in collaboration with Pierce County Planning and Public Works and the Pierce County [Comprehensive Plan](#). Community engagement was integrated into the plan by engagement with the general population to “cast a wide net.” Holding in-person events informed by the equity analysis allowed the County to tailor discussions to specific populations and extend outreach to rural hubs, ensuring that interest holders in more remote areas had the opportunity to provide input.

To arrive at 5-year projects, the following methodology was used:

1. Pulled 2025 and 2030 population estimates for Pierce County from the Office of Financial Management (OFM).
2. Calculated projected 5-year population growth.
3. Calculated projected housing unit growth using [HAPT](#) household size projection.
4. Calculated % of households at each income band using the HAPT income band data.
5. Calculated the projections for the number of housing units needed at each income band based on data gathered during previous steps.

Income Level (% AMI)	Additional Units Needed, 2025-2030	Current Conditions	Consideration for Addressing Projected Needs
0-30% PSH	2,073	Significant current shortages of affordable units compared to needs. While the market provides some older units in the 30-50% AMI range, many of these units are unavailable due to down-renting by higher-income households.	Highest priority. These households are most likely to be cost-burdened and housing insecure. Building new units affordable at these levels will require public subsidy to produce.
0-30% Other (Affordable Housing)	2,994		
Total	5,067		
Income Level (% AMI)	Additional Units Needed, 2020-2044	Current Conditions	Consideration for Addressing Projected Needs
0-30% PSH	8,069	Significant current shortages of affordable units compared to needs. While the market	Highest priority. These households are most likely to be cost-burdened and housing insecure.
0-30% Other (Affordable Housing)	24,976		

provides some older units in the 30-50% AMI range, many of these units are unavailable due to down-renting by higher-income households.

Building new units affordable at these levels will require public subsidy to produce.

Total **33,045**

Permanent Housing Needs by Income Level (% of Area Median Income)

0-30%		
Total	non-PSH	PSH

Emergency Shelter Needs Overview

Washington State Department of Commerce provides a data tool to predict emergency shelter needs in each County. The tool can be found here: [HAPT](#). The tool includes countywide housing needs projections based on Washington Office of Financial Management (OFM) Growth Management Act (GMA) population projections released in December 2022. Projected housing needs, including Permanent Supportive Housing and emergency housing, are based on user-defined countywide population targets.

Projection Year: 2044
Population Target = 1,033,460

Projection Year: 2044 Population Target = 1,033,460		Permanent Housing Needs by Income Level (% of Area Median Income)							
		0-30%		>30-50%	>50-80%	>80-100%	>100-120%	>120%	
		Total	Non-PSH						PSH
Countywide Estimated Housing Supply (2020)		355,799	9,056	1,071	36,738	112,533	72,435	46,088	77,878
Countywide Additional Units Needed (2020-2044)		90,685	12,948	18,882	18,788	12,969	4,806	4,311	17,981
Sum of Allocation to Jurisdictions (from User Inputs)		90,685	12,948	18,882	18,788	12,969	4,806	4,311	17,981

100.00% Met Target	<-- Sum of user inputs for jurisdiction shares of county future net housing need. If below 100%, increase shares. If above 100%, decrease shares.
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* The location of 371 existing permanent supportive housing units and 219 emergency housing beds within Pierce County is unknown. Therefore, they are not included in the jurisdiction table below.

* The location of 371 existing permanent supportive housing units and 219 emergency housing beds within Pierce County is unknown. Therefore, they are not included in the jurisdiction table below.		Permanent Housing Needs by Income Level (% of Area Median Income)							
		Total	0-30%		>30-50%	>50-80%	>80-100%	>100-120%	>120%
			Non-PSH	PSH *					
Unincorporated Pierce County	Estimated Housing Supply (2020)	152,322	2,134	292	17,603	42,774	32,502	21,957	35,060
	Allocation Method A (2020-2044)	32,057	4,577	6,675	6,642	4,585	1,699	1,524	6,356
Auburn city	Estimated Housing Supply (2020)	3,963	0	33	134	493	1,141	680	1,482
	Allocation Method A (2020-2044)	8,162	1,165	1,699	1,691	1,167	433	388	1,618
Bonney Lake city	Estimated Housing Supply (2020)	7,605	67	0	542	1,134	1,709	1,217	2,932
	Allocation Method A (2020-2044)	2,176	311	453	451	311	115	103	453
Buckley city	Estimated Housing Supply (2020)	1,957	41	0	145	537	436	305	493
	Allocation Method A (2020-2044)	453	65	94	94	65	24	22	90
Carbonado town	Estimated Housing Supply (2020)	244	0	0	32	108	57	17	30
	Allocation Method A (2020-2044)	0	0	0	0	0	0	0	0
DuPont city	Estimated Housing Supply (2020)	3,791	20	0	55	287	1,415	895	1,119
	Allocation Method A (2020-2044)	907	130	189	188	130	48	43	180
Eatonville town	Estimated Housing Supply (2020)	1,127	29	0	162	449	227	97	163
	Allocation Method A (2020-2044)	272	39	57	56	39	14	13	54
Edgewood city	Estimated Housing Supply (2020)	5,125	165	0	356	744	644	875	2,341
	Allocation Method A (2020-2044)	1,179	168	245	244	169	62	56	234
Fife city	Estimated Housing Supply (2020)	4,325	58	0	255	1,714	1,167	452	679
	Allocation Method A (2020-2044)	9,975	1,424	2,077	2,067	1,427	529	474	1,978
Fircrest city	Estimated Housing Supply (2020)	2,927	12	0	140	812	537	322	1,104
	Allocation Method A (2020-2044)	63	9	13	13	9	3	3	12
Gig Harbor city	Estimated Housing Supply (2020)	5,642	112	0	316	997	789	777	2,651
	Allocation Method A (2020-2044)	1,179	168	245	244	169	62	56	234
Lakewood city	Estimated Housing Supply (2020)	26,999	588	101	4,565	11,699	4,347	2,250	3,449
	Allocation Method A (2020-2044)	5,441	777	1,133	1,127	778	288	259	1,079
Milton city	Estimated Housing Supply (2020)	2,963	75	0	145	899	752	374	718
	Allocation Method A (2020-2044)	91	13	19	19	13	5	4	18
Orting city	Estimated Housing Supply (2020)	2,998	41	0	232	965	937	345	478
	Allocation Method A (2020-2044)	0	0	0	0	0	0	0	0
Pacific city	Estimated Housing Supply (2020)	19	1	0	2	6	4	1	5
	Allocation Method A (2020-2044)	0	0	0	0	0	0	0	0
Puyallup city	Estimated Housing Supply (2020)	18,106	521	19	994	5,821	4,469	2,932	3,350
	Allocation Method A (2020-2044)	4,081	583	850	845	584	216	194	809
Roy city	Estimated Housing Supply (2020)	316	5	0	83	123	56	22	27
	Allocation Method A (2020-2044)	0	0	0	0	0	0	0	0
Ruston town	Estimated Housing Supply (2020)	517	18	0	12	102	105	66	214
	Allocation Method A (2020-2044)	9	1	2	2	1	0	0	2
South Prairie town	Estimated Housing Supply (2020)	150	0	0	12	58	47	14	19
	Allocation Method A (2020-2044)	0	0	0	0	0	0	0	0
Steilacoom town	Estimated Housing Supply (2020)	2,920	0	0	130	987	413	487	903
	Allocation Method A (2020-2044)	63	9	13	13	9	3	3	12
Sumner city	Estimated Housing Supply (2020)	4,492	73	0	445	1,334	1,049	518	1,073
	Allocation Method A (2020-2044)	998	142	208	207	143	53	47	198
Tacoma city	Estimated Housing Supply (2020)	92,310	4,806	255	9,574	35,970	17,418	9,633	14,654
	Allocation Method A (2020-2044)	20,858	2,978	4,343	4,321	2,983	1,105	992	4,136
University Place city	Estimated Housing Supply (2020)	14,427	286	0	787	4,439	2,180	1,831	4,904
	Allocation Method A (2020-2044)	2,721	389	567	564	389	144	129	540
Wilkeson town	Estimated Housing Supply (2020)	183	4	0	17	81	34	21	26
	Allocation Method A (2020-2044)	0	0	0	0	0	0	0	0

Emergency Shelter Estimate 2025	Clients
Currently Experiencing Homelessness	7,948
Current Year-Round Shelter Beds	1,462
Current Safe Parking Spots	108
Remaining Shelter Need	6,486

These projections help inform planning and resource allocation by providing data-driven estimates of future shelter and housing demands. The estimates were discussed in collaboration with homeless and housing providers, particularly during bi-weekly IAB ad hoc committee meetings.

Together, this process ensures that planning decisions are grounded in reliable data and shaped by the expertise of those working directly in the field.

Appendix E

Prioritization criteria of homeless housing capital projects

In August 2025 the Pierce County Council passed a resolution [R2024-136](#) adopting its biennial budget priorities for 2026/27. To address housing affordability and homelessness, the County will prioritize affordable housing capital dollars and Permanent Supportive Housing services dollars for housing and housing-related services that serve seniors and people with disabilities with extremely low incomes (0-30% AMI) in 2026/2027. Based on this direction, the Human Services Department will update its capital funding priorities for 2026 and 2027 to reflect an emphasis on projects that serve homeless and households at risk of homelessness with incomes at or below 30% of AMI.

Note that the County recently updated its six-year expenditure and implementation plan for its Housing and Related Services Fund, also known as the Maureen Howard Affordable Housing Sales Tax. The plan directs that a minimum of 30% of the program dollars generated from the tax be used to fund capital projects serving extremely low-income households with income below 30% of AMI.

Prioritization criteria of homeless housing capital projects

- a. Projects serving extremely low income and very low-income at-risk households.
- b. Projects serving vulnerable and special needs populations, including projects serving homeless or at risk of homelessness households.
- c. Projects that will provide residents access to on-site nutrition and food resources, which may include partnerships with community organizations such as food banks, to deliver food to residents.
- d. Project will support an integrated system of culturally appropriate services that are equitable, easy to access and navigate.
- e. Project clearly outlines an affirmative marketing policy and outreach efforts to ensure that underrepresented populations have equitable access to housing opportunities.
- f. Project clearly outlines a plan for meaningful engagement and participation of Minority-Owned Business Enterprises in the procurement process for contractors and subcontractors.
- g. Project sponsor has a robust process for evaluating its policies and programs with a social justice and equity lens. Sponsor has a high level of racial/ethnic diversity in its board of directors and/or senior leadership.

Appendix F

Comprehensive Plan to End Homelessness Implementation Advisory Board (IAB)

Representing	Name, Agency
Business Community	Andrea Reay
Citizens (East Pierce)	Fred Palmier
City of Tacoma	Caleb Carbone
City of Lakewood	Tiffany Speir
Coalition to End Homelessness, Low Income Housing Alliance	Rob Huff
Continuum of Care	Cynthia Stewart
DSHS	Kerry Judge-Kemp, WorkFirst
Federal Care Coordinator	Sarah Ludwick, Madigan Army Medical Center
Housing Resource Navigator	Nieisha Elder, Child Welfare & Housing Stakeholders Committee
Lived Experience	Trisha Munson, Commonstreet Consulting
Lived Experience Coalition	Courtney Love (Executive Board Member)
Provider (Low Income Housing)	Scott Schubert, Metropolitan Development Council
Provider	Coley Wiley, Community Member
Provider	Delci Whited, Key Peninsula Community Services
Provider	Katie Dillon, FUSION
Community Member	Colin Maloney, Community Member
Real Estate, Lived Experience	Megan Sheridan, REMAX
Urban Planning	Florencia Gonzalez-Martinez, UW Master of Urban Planning Program
Pierce County	Devon Isakson

Appendix G

The key stakeholder participation and collaboration was achieved through an ad hoc committee and consisted of the following invited members. Domestic violence shelter/housing providers, including Korean Women's Association and the YWCA, were invited, but did not choose to participate.

Name	Intervention Type	Organization Type
Noemi Cagatin	Permanent Supportive Housing	By and For Organization
Kevin Woods	Street Outreach	By and For Organization
Nicholas Merriam	Coordinated Entry	By and for Organization
Dr. Douglas Jarvie	Emergency Shelter	
Janice Gray	Coordinated Entry	
Jessica Pair	Emergency Shelter	
Tim Thomas	Coordinated Entry	
Kersti Meenan	Behavioral Health Administrative Service Organization	By and for Organization
Norman Brickhouse	Local Jurisdiction - Fife	
Yuni Medlin	Coordinated Entry	
Carlos Garcia	Youth and Young Adults	By and For Organization
Andrea Reay	Chamber of Commerce	
James Pogue	Behavioral Health Administrative Service Organization	
Sharon Lee	Emergency Shelter	
Valorie Crout	Rapid Rehousing	
Jason Scales	Permanent Supportive Housing	By and For Organization
Fred Palmiero	Community Member	
Lindiwe Chaza-Jangira	Domestic Violence Provider	
Cheryl Lee	Domestic Violence Provider	
Paula Anderson	Safe parking, Day Center, Outreach	
Courtney Love	Lived Experience	

Appendix H

Summary of Plan Performance Measures

Performance Goals and Baseline Data:

Performance Measure	2024 Data – Baseline	2025 Data
Reduce the number of people starting a homeless episode by 5% each year.	6,214	5,352
Increase the number of homeless people who exit to permanent housing from the homeless crisis response system by 2% each year.	2,115	2,010
Reduce the typical length of time from Priority Pool identification to housing move-in by 5% each year until it is below 90 days.	82 days	103 days
Increase the percentage of people exiting to permanent housing from emergency shelter, Rapid Rehousing (RRH), and Transitional Housing (TH) by 2% each year until it is 50% or higher.	Total – 33% Emergency shelter – 21% Rapid Rehousing – 74% Transitional Housing – 84%	Total – 33% Emergency shelter – 22% Rapid Rehousing – 73% Transitional Housing – 91%
Increase the percentage of people who connect to a Coordinated Entry (CE) assessment in emergency shelter, day center, and outreach by 5% each year.	Emergency shelter – 46% Day Center – 37% Outreach – 62%	Emergency shelter – 48% Day center – 56% Outreach – 69%
Increase HMIS data quality by 2% each year until it is 95% or higher.	85%	86%
Increase the proportion of people engaged in case management through the System Navigation program by 5% each year.	N/A (The program was established this year, so there is little to no data)	8%
No more than 1 out of every 10 people (10%) return to homelessness once they exit to permanent housing.	11%	10%
Increase the percentage of people exiting to permanent housing from Permanent Supportive Housing by 1% each year until it is 96% or higher.	48%	6%
80% or higher provider compliance with mandatory homeless services training requirements.	No data. (This is a new measure)	No data. (This is a new measure)

Other Performance Measures Identified in the Plan:

- [Washington State Department of Commerce scorecard](#).
- Development and implementation of the Unified Regional Approach (URA), including the execution of interjurisdictional agreements across participating jurisdictions.
- Based on the results of future wage surveys/studies, the County will provide guidance and analysis of appropriate pay per classification for homeless service providers.



ACKNOWLEDGMENTS

The Comprehensive Plan to End Homelessness Update (CPEHu) is the result of a dedicated, months-long collaboration. We extend our sincere gratitude to the following groups for their invaluable contributions and unwavering dedication to our neighbors experiencing homelessness:

- **People with Lived Experience**
- **Youth Action Board (YAB) Members**
- **Homeless Service Providers & Advocates**
- **Comprehensive Plan to End Homelessness Implementation Advisory Board (IAB)**
- **Pierce County Continuum of Care (CoC) Members**
- **The Tacoma-Pierce County Coalition to End Homelessness**
- **Residents who attended community feedback sessions**

This plan is our roadmap, but our community is the engine. We invite every resident, business and organization to join us in this mission. Whether through advocacy, volunteering or partnership, your continued engagement is vital. To view the CPEHu online and learn how you can get involved, please visit www.piercecountywa.gov/homelessplan.

