



Human Services Needs Analysis Report

2014

Presented on June 23, 2014

Executive Summary

Between February and June, 2014, the Human Services Funding Advisory Board, with the concurrence of the Lakewood City Council, conducted a human services needs analysis. The purpose of the needs analysis is to 1) identify current human services needs in Lakewood, 2) to review how City funds align with other community sources to fill identified service gaps, and 3) to identify potential resources and services that can be leveraged to better serve City of Lakewood low-income residents.

This Human Services Needs Analysis Report is the culmination of many conversations with a variety of community stakeholders. The report also contains a review of state and local government human services funding priorities and current trends, innovations in human services system design, and outlines opportunities for greater collaboration. It is intended to create a strategic plan that shapes future human services funding priorities as well as provide a framework for developing alliances between City departments and new partnerships with regional human service providers and governments.

The strategies outlined in the report are intended to be part of a multi-year plan. It will become a roadmap for the City's human services program, guiding resources and staff efforts to achieve our goal to create a safe, vibrant and healthy community in Lakewood where people have access to a variety of resources and opportunities.

General Findings

Over time, the City's human services program has focused its limited funds on services organizations who can effectively respond to the needs of our most vulnerable residents. The 2014 needs analysis process affirms that focusing resources on children, youth and families continues to provide the greatest benefit with long-lasting results. However, immediate needs for survival remains a top consideration as people struggle to maintain independence and self-sufficiency in a weak and ever-changing global economy.

The analysis identifies the most vulnerable populations in Lakewood are:

- Low-income families who experience persistent poverty due to limited education, chronic under-employment, and constant family disruption.
- School-age youth who struggle in school and life due to limited opportunities or adverse childhood experiences.
- Elderly and disabled people who rely on eroding social structures to live independently.
- People dealing with health, mental health and chemical dependency illnesses that lack the resources and ability to access scarce treatment options.

- Limited English-speaking individuals who find language and cultural barriers to accessing services.

The general findings, presented here, is an attempt to identify universal human services which all identified vulnerable populations require. They were created through a series of research questions relating to unmet needs, service and funding trends, and best practice initiatives. A short list of key human service areas were identified, through conversations, research on life span best practice methods and review of funding priorities provided by other health and human services entities,. In this report, the key services are referred to as Strategic Focus Areas. The Strategic Focus Areas are:

- **Housing:** A safe place to live and call home
- **Stabilization Services:** Short-term assistance in times of personal and financial crisis
- **Emotional Support:** Building healthy and supportive relationships in order to thrive and for living self-reliant and productive lives
- **Access to Health and Human Services:** Eliminating language and cultural barriers, and increasing treatment options and available services that are appropriate when and where it is needed most

These terms (housing, stabilization services, emotional support, and access to services) will be used throughout the document and is intended to frame our focus and resources on the most vulnerable populations.

Why This New Approach

By focusing on populations rather than services, the City is able to steer away from general social service categories (basic needs, safety, education and health) that can create funding “silos.” Instead, this reframing offers a more universal human systems approach to addressing community needs. It affords us with an opportunity to better measure our impact on specific populations over time. This can be achieved by:

1. Creating service level targets and measurable outcomes between human service providers who serve the same vulnerable populations.
2. Aligning with other human service funding sources, coalitions and regional planning entities in an effort to create strategic alliances that will:
 - a. strengthen service capacity,
 - b. leverage more resources to change specific social conditions, and
 - c. increase our ability to measure the collective impact
3. Identifying areas for coordination between internal City departments and citizen advisory boards.

Introduction

A Brief Look at Lakewood

Lakewood incorporated as a city in 1996 and is bounded by a large military installation, Joint Base Lewis McChord (JBLM); a major metropolitan city, Tacoma; and other neighboring communities of Steilacoom, DuPont and University Place. In addition to these jurisdictions, the city is physically bisected by Interstate 5 and two major entry points to the JBLM. As a result of this two of the nine recognized neighborhoods, Springbrook and Tillicum/Woodbrook, are physically isolated from the City. This isolation increases the complexity of providing services, and creates additional barriers for the vulnerable citizens living in these neighborhoods to access community services.

Community Demographics

US Census Bureau ranks the City of Lakewood as the 607th largest city in the United States with an estimated population of 59,097 (as of July 2013). This represents approximately 8% of Pierce County's population; making Lakewood the second largest city in the county.

Population Diversity

Lakewood as a whole is an ethnically diverse community. . The 2010 census reports 16% of the population in Lakewood were identified as Asian/Pacific Inlanders; over 15% African American; and 15% Latino/Hispanic, with an additional 3.4% of the population of Native American descent. The greatest ethnic population growth is within the Latino community, which in the last decade has almost doubled in size (8% in 2000 to 15.3% in 2010). The City's neighborhood area planning documents also shows large concentrations of diverse populations in neighborhoods identified above.

Household Incomes

Household incomes are not keeping pace with other communities. The median household income in 2010 was \$37,734. This is well below the median household income in Pierce County (\$55,215) and the United States' median family income, which stood at \$50,502 in 2011.

Home ownership is not obtainable for many Lakewood residents. Approximately 11% of Lakewood's current housing stock is considered to be affordable, market-rate housing. In 2013 an average Lakewood home sold for \$190,000. The Affordable Housing Consortium estimates an average household income of \$53,423 is required for homeownership in Pierce County.

The US Census Bureau reports that more than 53% of households are paying 30% or more of their household income for housing. The 2012 American Community Survey

found 53% of Lakewood households live in rental units with a majority of those families (67%) with children under the age of 18.

Commitment to Health and Human Services

From its incorporation, the City has recognized the need of providing support to low-income and isolated community residents. The City has set aside 1% of its annual general fund expenditures for social and health services. Last year, \$345,000 dollars were allocated to community organizations to address identified health and human services needs.

In 1998 the City joined the America's Promise Alliance and became a Promise Community. These Promises (safe places, healthy start, opportunities to give back, quality education, and caring adults) are steeped within our community values, and continue to guide efforts through the Lakewood's Promise Board and the City's Youth Council. For this dedication to youth, the City has been recognized as being one of America's Best 100 Cities for Young People for six years.

Lakewood Community Collaboration hosts 30 – 50 community representatives monthly to learn about current policy issues, as well as trends and service models for improving the lives of children, youth and families. It is an expectation that any organization which receives City human service funds attend these meetings to develop partnerships and to coordinate responses to emerging community needs.

In 2008, the last comprehensive human services needs assessment provided a structure for allocating resources to community-based human service agencies. Four priority funding categories were established: basic needs, education, health and safety. Funding levels have remained consistent in each category since 2009 at 45% of the funds addressing basic needs, 38% for education, 13% for health services and the remaining funds of 4% to safety programs.

In 2011, the human services funding period was changed to mirror the City's biennial budget cycle by conducting a biannual allocations process. Twenty-eight (28) to thirty (30) programs have received funding for up to two years, provided that the first year contracted performance targets are met and program evaluation and outcome measures are achieved.

In 2013, the City's contracted agencies provided services to 18,200 low-income people. The primary outcomes of these services were school readiness (\$80,200 investment), emergency shelter (\$58,700 investment), food security (\$51,900 investment), homeless prevention (\$40,000 investment), safe places (\$33,000 investment) and family support including employment (\$25,000 investment). It is estimated that for every one (\$1) dollar the City invests in human services there is a return on investment (ROI) of eight (\$8) dollars of goods and services.

Community Needs Analysis Process Overview

The Human Services Funding Advisory Board prepared this community needs analysis as a method for developing funding priorities for 2015/16 allocations process, as well as laying the groundwork for future strategic directions for planning and administering the City's human services program. Over a three month period the process focused on identifying the most vulnerable City residents and how current services are meeting the needs of these citizens.

The process began in February with the development of key research questions. The following questions were used during the community café discussion in March and subsequent stakeholders and key informant interviews in April and May 2014.

1. Who are the most vulnerable citizens in Lakewood and why?
2. What trends in funding and services that are affecting service delivery?
3. What data sources are available that affirms community needs?
4. What are the gaps in services and unmet needs?
5. Who do you partner with, or who should we partner with to increase service capacity?

All totaled, 119 community members, service providers, and government officials participated in these conversations. Their input established the foundation for identifying the issues and strategies contained in this needs analysis. Chart A. provides an at-a-glance summary of the key issues, population needs, and unmet service needs identified by these stakeholders.

The Human Services Coordinator was responsible for conducting interviews and for the review of the data that supported and verified the issues brought forth during the community conversations. She was also responsible for gathering reports, data sets and source documents from other planning efforts being conducted by the Tacoma/Pierce County Health Department, the City of Tacoma, Pierce County's Community Connections Department, United Way's 211 call center, and the Clover Park School District.

The needs analysis report is presented in the following order according to the top vulnerable populations identified by key informants and stakeholders.

1. Low-income Families
2. School-age Youth
3. Elderly and Disabled
4. People with Health and Mental Health Concerns

5. People with Limited English Language Skills

Low-income Families

Definition: Persons living in households with extremely low income, without resources or political voice, limited access to services, limited ability to address their own needs or with special needs due to emergency, temporary conditions

Presenting Issue: Persistent poverty due to unemployment, under-employment and low-wages

Primary Factors: High unemployment rates, single parent families, low educational obtainment and constant family disruption due to divorce, incarceration and deployment.

Supporting Data

During the great recession years (2008-1012), The American Community Survey reported 18.9% individuals and 29% of all children living in Lakewood were living below the poverty line. The Survey also identifies 24,632 Lakewood households; approximately 19.2% of all households are receiving food stamp subsidies.

The 2012 American Community Survey found 53% of Lakewood households live in rental units with a majority of those families (67%) with children under the age of 18. The Homeless Management Information System (HMIS) reports that more than 800 households in Pierce County are homeless and receiving housing services at any given time. Between January, 2011 and December, 2012, there were 8,881 homeless people in Pierce County. There are an estimated 220 homeless families and veterans in Lakewood during any given year.

In 2013, United Way's 211 information and referral line reports the highest number of calls were requests for utility and rent/mortgage assistance followed by transportation and emergency shelter needs. Those who identified themselves as Lakewood residents were most likely calling for rent and utility assistance.

The City of Lakewood reports 824 domestic violence cases were processed in municipal court in 2013. In 2013 there was one death related to a domestic violence case.

Funding Partners & System Collaboration

United Way of Pierce County has prioritized strengthening families as their main purpose for the next three years by supporting ten programs with \$362,128 annually. United Way is currently exploring how to expand this focus area by empowering local communities and neighborhoods to respond to family and community needs.

City of Tacoma is currently finalizing its 2015-19 strategic plans. The draft plan has identified four priorities, one of which is to *meet the basic needs of residents*. The City of Tacoma's general fund allocations timeline follows closely to the City of Lakewood's human services fund allocation process. This year, the City of Tacoma allocated \$505,000 to shelters and emergency service programs. The cities of Tacoma and Lakewood, along with United Way of Pierce County, have partnered on developing a common application form and have developed outcome evaluation measures for human service programs.

Pierce County Community Connections Housing program is the funneling source for federal, state and regional housing resources. There are millions of dollars directed toward housing and homeless services each year. These funds are generated by recording fee revenue sharing, emergency services grants and housing trust funds.

In addition, Pierce County (through its Building Changes Initiatives) has created a single point of access services called Access Point 4 Housing which screens and directs clients to appropriate emergency housing services. Catholic Community Services and Metropolitan Development Council have a federal grant from the Veteran's Administration for housing disabled veterans and their families.

The City's CDBG program allows for 15% of the funds allocated from HUD to be used for public services targeted toward low and moderate income families. Public service dollars can be used for establishing specialized services within specific locations that can set a sturdy foundation for the delivery of family services in Lakewood.

The City of Lakewood currently contracts with all major emergency housing providers including The Rescue Mission, CCS Phoenix Housing, LASA, YWCA; we also support local food banks (FISH, St. Leo Food Connection) and emergency food provider EFN, serving all of Pierce County. One-time emergency utility assistance is provided by LASA and South Sound Outreach.

Unmet Needs

Housing

- Shelter, rapid re-housing, permanent supportive housing options
- Homeless prevention (short-term assistance with heat, electricity, rent)

Emotional supports for building healthy relationships

- Parent support for family life and financial literacy education
- Domestic violence interventions including temporary housing and legal assistance

Stabilization services

- Access to healthy food and clothing
- Affordable job training, job search assistance and education

Health and Mental Health treatment options

Health care services located in Lakewood (vision, dental and primary care)
Assistance in accessing mental health and substance abuse treatment

School-age Youth

Definition: Anyone below the age eighteen who spends a majority of time away from parents/guardians. This includes child care, before/after-school programs, latch-key kids, those in school, foster care, truancy, or the juvenile justice system.

Presenting Issue: Young people with attitudes and behaviors that can lead to underage alcohol & drug use or criminal activity

Primary Factor: Increasing truancy referrals and intensions to use drugs and early initiation of antisocial behavior

Supporting Data

The US Census Bureau reports there are 12,375 children under the age of 18 living in Lakewood. There are 9,715 school age youth (Pre-school to 12th grade). Of those school age youth, 1,604 or 16.4% are not enrolled in school.

The Department Social and Health Services reports that 19% of the children in the Clover Park SD catchment area, birth to 17 years of age, are receiving Temporary Assistance for Needy Families (TANF) support. Approximately 11% of all children are not living with their own biological parent (grandparents, other relatives or foster care).

The Office of the Superintendent of Public Instruction identifies more than 400 Clover Park School District youth are homeless. Other school districts reporting high homeless youth numbers are Bethel, Puyallup and Tacoma.

Clover Park School District (CPSD) identifies 72% of their students are participating in the free or reduced lunch program. This is the highest participation rate of all the school districts in Pierce County.

In 2012, the Healthy Youth Survey found higher than statewide averages for 8th grade students in the CPSD reporting factors most strongly associated with alcohol use; including intentions to use drugs or friends who use alcohol and drugs, interactions with peers that are antisocial in nature or early initiation of antisocial behaviors. Youth report higher percentages of violent incidents, in the forms of fighting and bullying at 37%, as compared to statewide survey of 30%. The data collected also indicates that this pattern continues into 10th grade and has remained unchanged for the past 4 years.

The Lakewood Police Department reports 56 arrests in 2013 related to juvenile drug possession. Unlawful possession has nearly double in one year, with a disturbing

number of youth under 12 years of age in the possession of drugs. Overall, however, juvenile crime rates have been on the decrease in recent years.

Funding Partners & Community Collaborators

United Way focus on Early Grade Excellence has invested \$229,730 in eight programs. Communities in Schools received a grant (\$25,000) to serve students in the Clover Park School District. Project Learn, with the Boys & Girls Clubs of South Puget Sound, also received funding.

Lakewood currently contracts with Pierce County's Community Connections program to provide early developmental screening, Franciscan Health to provide immunizations, Caring for Kids ready to learn fairs, and Communities in Schools for mentors and after-school programs

CHOICE Coalition is developing a community response to underage drinking and violence. The Coalition is currently focused on the Springbrook neighborhood. They plan to bring activities and educational materials to support parents and community members rally around keeping youth substance free. In time, the Coalition hopes to expand its efforts to more neighborhoods and schools in Lakewood.

Lakewood Promise Advisory Board's 2014 strategic focus on safe places and a healthy start for youth advances the City's human services work around children and youth. City of Lakewood invests \$26,000 in this work each year. The Promise Board has representation from Clover Park Technical College, Pierce College, City of Lakewood, Clover Park School District; and other major youth serving agencies including the YMCA. South Sound Boys & Girls Club and Communities in School.

Unmet Needs

Emotional Supports for building healthy relationships

- Adult mentors and positive role models that is ethnically diverse

- Safe Places to go after school with caring adults

- Pro-social activities including recreation, sports, open spaces

Stabilization Services

- Access to healthy foods outside school; weekends, holidays and summer

- Clothing, immunizations, supplies and hygiene products for school attendance

Mental Health and Health Care

- Primary care providers for dental, vision and preventative health care

- Health and mental health screening and treatments

Elderly & Disabled (including disabled Veterans)

Definition: A person unable to safely survive independently and attend to personal care, includes frail elderly, people who have physical or age-related limitations/needs, includes those in nursing home or assisted-living care or living alone and not connected socially or to service providers

Presenting Issue: Social Isolation due to limited and affordable transportation, services or activities

Primary Factor: Dependent upon Medicaid, Medicare or Social Security Supplemental Income or Veteran benefits as sole income source. It is anticipated there will be an extreme growth within this population over the next ten years.

Supporting Data

The United States Census Bureau reports that 11% of Lakewood adults have some form of disability, which includes both physical and psychiatric disabilities.

The 2010 Census report indicates that 7,872 people age 65 or older were living in Lakewood. This represents less than 10% of the total population, with women making up the majority of the senior population at about 60%. The current estimate is that this percentage has increased to 11% in 2012.

It is anticipated that within the next 10 years, the percentage of people over the age of 65 will double, as people live longer and the baby boom generation will reach full retirement age in 2025. For example, currently in Lakewood there is an estimated 3,733 older adults between the ages of 60 – 64, as they advance in age so will the percentage of the senior citizens.

Veterans with service related disabilities make up approximately 30% of the total veteran population. These veterans are most at risk for substance abuse and homelessness. Last year, Catholic Community Services' Support for Veteran Families program served 100 homeless Lakewood veterans. Many more veterans, as they age, retire and are decommissioned from service, are anticipated to remain in the south Puget Sound region. This may result in an even larger aging and disabled population number in the coming years.

Funding Partners & System Collaboration

Pierce County Community Connection's Aging and Disability program is the regional planning organization for this vulnerable population. The program staff operates the information and referral program and notes that resources are dwindling and there are fewer referral options for people in immediate need.

Lakewood contracts with only two service providers who focus on this vulnerable population. Rebuilding Together South Sound provides home repair and modifications for disabled adults who own their home and Good Samaritan Adult Outreach provides limited case management and emergency respite care for elderly care givers. The outcome for both programs is to keep people living as independently as possible.

The City's Senior Activity Center caters to active and mobile senior citizen. All seniors are not a like, and many senior citizens require more programs that are rehabilitative in nature. Many more elderly people are unable to access services due to limited transportation options. The Lakewood Police Department reported an unnerving increase of older adults expiring in their homes due to illness or age, illustrating that the frailest in our communities are dying alone or without notice.

During severe winter months the City receives numerous calls for furnace repair, water pipe breakage issues and assistance to cover escalating heat and electricity cost. Better coordination with the local utilities providers is needed to address these extreme weather emergencies for older adults.

JBLM social service programs and American Lake Veterans Administration Hospital will be key partners though the South Sound Military and Communities Partnership. Rally Point 6 is located in Lakewood and serves military families. Many other volunteer organizations, i.e. Heroes to Hometowns and the American Legion, are also available sources for assisting disabled veterans living in Lakewood.

Unmet Needs

Housing

- Low-cost assisted living facilities and home remodeling services for aging in place
- Homeless prevention (short-term assistance with heat, electricity, rent)

Emotional supports for building healthy relationships

- Respite care for caregivers, guardian or custodial household member
- Friendly visitors or case management staff to monitor health and well-being
- Information and education on developmental and psychiatric conditions

Stabilization Services

- Access to healthy food and clothing
- Low-cost transportation options

People with Health, Mental Health or Substance Illnesses

Definition: A serious and persistent illness; includes being a danger to themselves or others, includes substance abusers, or others who would experience withdrawal, sickness or other symptoms due to lack of access

Presenting Issue: Limited treatment options throughout Pierce County

Primary Factors: Greater numbers enrolled in Medicaid expansion through the Affordable Care Act without increasing numbers of providers or the medical reimbursement rate.

Supporting Data

The Behavioral Risk Factor Surveillance System (BRFSS) reports the percent of uninsured adults, ages 18 – 64, living in Lakewood (between 2008-2010) as being between 25.1% – 39.7%. In Lakewood, more than 13% of adults live in poverty and do not have access to employer based health care coverage or state insurance (apple heath) which is intended for families with children.

The Tacoma/Pierce County Health Department (TPCHD) identifies health disparities within African American and Native American households. These disparities are related to several factors, including the lack of access to healthy foods and places to exercise, local health services, health insurance and low educational attainment which affects job opportunities and health literacy.

The Healthy Youth Survey identified that 32% of CPSD students report feeling depressed (as compared to 26% of youth statewide) and that 21% have considered suicide (5% higher than the state's average). The TPCHD reports those earning less than \$25,000 per year report much higher rates of depression (more than 30%)

Planning documents provided by the City of Tacoma Human Rights and Human Services Department identifies the populations who lack access to mental health and chemical dependency services as individuals experiencing homelessness, active duty military and veterans, youth and African Americans.

Funding Partners & System Collaboration

The City of Tacoma has passed the 0.1% sales tax to address mental health and chemical dependency services. Since April 2012, the tax has raised more than \$1,716,485 in revenue for services. Last year, eleven programs were funded to provide community-based and jail and hospital diversion services, as well as specialized services for existing youth programs. The City of Tacoma has now formed its own collaboration group of service providers with the intent to reshape the service delivery system.

It is important to note here that these mental health and chemical dependency services are for City of Tacoma residents only. Pierce County has not implemented this sales tax even though legislative authorization has been given through the Revised Code of Washington.

Tacoma/Pierce County Health Department is in its final stages of creating the required Community Health Improvement Plan (CHIP). The plan identifies five key findings: mental health, substance abuse, health disparities (economic & ethnic), access to health care services, and protecting the environment. Their number one priority is to address mental health: *Ensure all Pierce County citizens have mental, emotional and behavioral well-being.*

The City of Lakewood is fortunate to have key mental health services within its boundaries with Western State Hospital and Greater Lakes Mental Health Services. The Lakewood Police department is completing a Department of Justice grant to specifically address public safety and emergency services for people with mental health issues. Community Healthcare is a primary health care provider located near City Hall. We also have contracts and partnership agreements with major health providers including St. Clare Hospital, Franciscan Health and Multi-Care health plans.

There is growing public policy attention being given to the topic of health and mental health at the state, local and federal levels. More resources and planning activities are expected to be coordinated by local communities in the coming years.

Unmet Needs

Housing

- Low-cost, supported and permanent housing
- Housing First programs to stabilize living conditions for treatments to be effective
- Homeless prevention (short-term assistance with heat, electricity, rent)

Stabilization Services

- Access to healthy foods, clothing, affordable job training and education

Access to health care, mental health and substance abuse treatments

- Lack of services in Lakewood
- Limited treatment options within Pierce County
- Limited number of health care providers including chemical dependency counselors

Limited English Speaking People

Definition: ESL populations include persons with limited ability to speak, read, write or fully understand English

Presenting Issue: No Lakewood-based human services are especially designed to serve residents with English as a second language or limited language skills

Primary Factors: Lakewood has the largest population of people of color in Pierce County and this population is at highest risk of exploitation and discrimination.

Supporting Data

The US Census Bureau reports that 22% of Lakewood's households speak a language other than English in the home.

The Pierce County Library data base Community Connects records library use by branches. Lakewood library branch patrons live in multi-family housing, have limited English speaking skills, are attending community colleges or work in service sector jobs. Library staff reports that Lakewood has the highest number of ethnic minorities using its library facilities and has more diverse population users than any other city in Pierce County.

The Clover Park School District's Report to the Community in 2013 identifies more than 1,200 students are enrolled in their English Language Learner (ELL) program. Approximately 60 different languages are spoken by the students at home.

Lakewood continues to have the most diverse population base than any other community in Pierce County. The greatest ethnic population growth is within the Latino community, which in the last decade has almost doubled in size (8% in 2000 to 15.3% in 2010).

Funding Partners & System Collaboration

The greatest opportunity for partnership exists with Clover Park School District. With an ethnically diverse family population, with many students attending public schools, identifying and bringing culturally appropriate services becomes a mutually beneficial goal.

CHOICE Coalition is hiring a bilingual outreach worker for the Springbrook neighborhood project and the school district already has Latino family involvement coordinator and intervention specialist housed at Clover Park High School.

The City of Lakewood has in the past had contract with culturally-based service providers. However, at the writing of this report, there are no Lakewood community service providers addressing this vulnerable population.

Unmet Needs

Housing

- Shelter, rapid re-housing, permanent supportive housing options
- Homeless prevention (short-term assistance with heat, electricity, rent)

Emotional support for building healthy relationships

- Parent support for family life and financial literacy education
- Domestic violence interventions including temporary housing and legal assistance
- Services to focus on adults to address the language barriers between generations
- Drug, substance abuse and violence prevention information for parents

Stabilization Services

- Access to healthy foods, clothing, affordable job training and education

Access to health, mental health care and substance abuse treatments

- Multi- language services in Lakewood through language interpreters
- Community-based organizations that specialize in specific populations

Conclusion

We are not alone. Serving our most vulnerable residents takes a collective effort. Many potential partners and leaders from other government sectors, the non-profit human services providers, and other community-based organizations have been identified in this report. It is imperative that the City work in concert with these entities to leverage more resources for Lakewood residents. This requires us to work internally to align resources to better serve all City residents. It also requires us to influence and engage external partners to achieve community-wide, measurable change.

Human services are a vital part of Lakewood's legacy for being one of the best communities for young people to live and thrive. These children live within the context of families and therefore the City's investment in strengthening families to care for their own and to assist them in times of economic and emotional hardship provides the greatest return on investment.

Population growth specifically people with limited English language skills; disabled veterans; as well as those who are aging and disabled, requires the City's special attention. Though many of our current human service resources are not focused on these vulnerable populations, there are many opportunities to partner with other entities to enhance human services over time.

Next Steps

Funding allocations process for 2015/16

- Maintain our funding focus on children, youth and families
- Focus resources on service needs that are universal for all populations: housing, stabilization services, emotional support and access to services

Develop future funding contracts with human services providers

- Increase collaboration between service providers through regular, mandatory meetings to address system-level issues
- Provide financial incentives to collaborate and to address multiple needs
- Create outcome measures that service providers can track and report

Create a strategic human services partnership plan that identifies internal and external alliances and key areas of shared responsibility

- Identify and coordinate work programs with other City departments and citizen advisory boards
- Identify regional planning efforts to lend staff support and influence
- Participate in resource development activities with regional partners by coordinating planning efforts, identify mutually beneficial projects and engaging in direct advocacy with state and federal governments.

Acknowledgements

City Council Members

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March 12, 2014 Community Café participants

Key Informants & Community Stakeholders

Attachment

Chart A: Summary of Unmet Needs