



CITY OF TACOMA  
COMMUNITY AND  
ECONOMIC DEVELOPMENT  
2023 Tacoma-Lakewood HOME  
Consortium  
Annual Action Plan  
Final

## INTRODUCTION

The 2023 Annual Action Plan outlines the City of Tacoma's yearly spending plan for federal and non-federal resources. Annual planning ensures that activities meet needs and goals identified in the 2020-2024 Consolidated Plan.

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# Executive Summary

## AP-05 Executive Summary - 91.200(c), 91.220(b)

### 1. Introduction

The 2023 Annual Action Plan (AAP) is the spending plan for the fourth year of the 2020-2024 Consolidated Plan for the Tacoma and Lakewood HOME Consortium. Annual plans provide a consolidated framework for addressing housing, community and economic development, and human services needs within these cities. The plan is required by the US Department of Housing and Urban Development (HUD) to receive funds from three federal programs: the Community Development Block Grant (CDBG), HOME Investment Partnerships (HOME), and for the City of Tacoma, Emergency Solutions Grants (ESG).

HUD sets the eligibility criteria for the CDBG, HOME, and ESG programs, which benefit low- to moderate-income residents. Annual grant dollars are assigned to program activities through the implementation of the City of Tacoma's Participation Plan (CPP). The CPP outlines components of the City's partnership with community members on identifying needs and priorities to be met by program activities that meet HUD requirements. It also describes the roles of the Tacoma Community Redevelopment Authority, the Human Services Commission, and the Continuum of Care in forming recommendations to the Tacoma City Council on projects to be funded each program year.

Through Annual Action Plans, the City of Lakewood's HOME funds are also assigned to the Tacoma Community Redevelopment Authority for administration.

For the 2023 Program year the City of Tacoma has been awarded following grant allocations contingent upon approval of the AAP by HUD: CDBG - \$2,393,848, HOME - \$1,458,355, ESG - \$209,987.

In addition to new grant allocations, the City will allocate \$304,779 in HOME program income and an estimate of \$300,000 in CDBG program income.

### 2. Summarize the objectives and outcomes identified in the Plan

The development of the Consolidated Plan provides the Tacoma-Lakewood HOME Consortium with an assessment of needs and market analysis that drives the overall strategy of the five-year cycle. Annual Action Plans specify the activities and projects identified to meet Consolidated Plan objectives each program year, which lasts from July 1<sup>st</sup> to June 30<sup>th</sup>.

For the 2023-2024 yearly planning cycle, Tacoma and Lakewood seek to achieve the following Consolidated Plan goals:

- Stabilize existing residents (including housing, economic, and emergency stabilization)
- Increase diverse rental and homeownership opportunities

- Prevent and reduce homelessness

### **3. Evaluation of past performance**

Progress towards those annual goals and objectives are then evaluated in the Consolidated Annual Performance Evaluation Report in the months following the close of each program year. While numeric outcomes for the 2022 program year are not available during the yearly drafting of Annual Action Plans, program activities provided:

- Health- and safety-related home repairs for low-income households, persons living with disabilities, families with children, and elderly households;
- Technical assistance, lease negotiations, financial management, and microloans to low- and moderate-income business owners, creating jobs and preventing commercial displacement;
- Support to community-based organizations providing housing stabilization, legal services, and food assistance to persons experiencing homelessness;
- Funding to support organizational operations of the Homeless Management Information System;
- Rapid re-housing and emergency assistance; and,
- Down payment assistance to eligible, low-income homebuyers.
- Financial assistance to renters, homeowners, and business owners whose incomes were impacted by the COVID-19 pandemic

The City used state funds to facilitate the acquisition of 79 units of existing housing to new create permanent supportive housing opportunities for people exiting homelessness at the Heron Apartments.

Construction of Hilltop Lofts, a 57 unit permanent supportive housing project, was completed and 100% occupancy established within two months of opening. The commercial space in the building is occupied by legacy businesses Mr. Mac's and Sam and Terry's Barbershop.

### **4. Summary of Citizen Participation Process and consultation process**

Funding recommendations for allocations of Community Development Block Grant (CDBG) for projects related to infrastructure, community development, economic development, and housing are made by the Tacoma Community Redevelopment Authority.

Recommendations for CDBG Public Services and Emergency Shelter Grant (ESG) funds are made by City of Tacoma Neighborhood and Community Services staff with input from the Human Services Commission and the Tacoma/Lakewood/Pierce County Continuum of Care.

The Tacoma-Lakewood HOME Consortium 2022-2023 Annual Action Plan allocates HOME and CDBG funds to be administered by the TCRA in support of Affordable Housing projects.

The thirty-day period for examination and review of the AAP begins on March 31, 2023 and ends on May 1, 2023. Written comment is accepted during this time. In addition, a public hearing is held during a regularly scheduled City Council meeting on April 25, 2023 during which verbal comment is accepted. The City provides public notice on March 30, 2023 in the Legal section of the Tacoma publication The News Tribune for print and online viewing. Notice is also provided several weeks in advance of the public hearing via the Tacoma Daily Index.

A copy of the public notice is shared via email with partner agencies, including agencies serving communities who are low-income, elderly, minorities, other-abled, youth, or have limited English proficiency. Due to the pandemic, draft copies were not available for in-person viewing and instead were offered via post upon request. The AAP is also posted on the City's website. Public comments are documented and submitted with the plan, along with an explanation of whether or not they are incorporated into the plan and why.

## **5. Summary of public comments**

The City held a public comment period from March 31, 2023- May 1, 2023. During this time three comments related to the AAP were made and each one was accepted but did not require changes to the plan. The full comments are provided in section AP-12 of this Plan.

## **6. Summary of comments or views not accepted and the reasons for not accepting them**

All comments were accepted.

## **7. Summary**

The City of Tacoma leverages Consolidated Plan resources with other local funding sources including General Funds, HB 1590 Sales and Use Tax, HB 1406 Washington State Sales Tax Credit, and the City of Tacoma Mental Health Tax to provide for human services, affordable housing, and community and economic development. The City of Tacoma and the Tacoma Community Redevelopment Authority administers its federal housing and community development resources in coordination with the City of Lakewood, Pierce County, and the State of Washington.

## PR-05 Lead & Responsible Agencies - 91.200(b)

### 1. Agency/entity responsible for preparing/administering the Consolidated Plan

The following are the agencies/entities responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
CDBG Administrator	Felicia Medlen	Community and Economic Development/City of Tacoma
HOME Administrator	Felicia Medlen	Community and Economic Development/City of Tacoma
ESG Administrator	Jason McKenzie	Neighborhood and Community Services/City of Tacoma

Table 1 – Responsible Agencies

### Narrative

Tacoma and Lakewood receive HOME Investment Partnership Program funds jointly as a Consortium. The Council-appointed Tacoma Community Redevelopment Authority administers housing, community, and economic development programs using both HOME and Community Development Block Grant (CDBG) funds with support from City staff. In Lakewood, the City of Lakewood Community Development Department administers projects funded with CDBG, with public oversight by the Council-appointed CDBG Citizen’s Advisory Board.

### Consolidated Plan Public Contact Information

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## **AP-10 Consultation - 91.100, 91.200(b), 91.215(l)**

### **1. Introduction**

The City of Tacoma's Participation Plan outlines the network of appointed boards and commissions that bring a broad range of expertise to Consolidated Plan implementation. To develop Annual Action Plans, the City of Tacoma's Housing Division and Neighborhood and Community Services convene the Tacoma Community Redevelopment Authority, the Human Services Commission, and the Pierce County Continuum of Care to provide direction on annual projects to receive federal and non-federal resources to carry out Consolidated Plan objectives. These advisory groups serve as a valuable channel to the City's stakeholders, improving the ability of City staff and elected officials to make community-competent decisions throughout the planning cycle.

#### **Provide a concise summary of the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(l)).**

The City of Tacoma's Housing Division, Neighborhood Community Services Department, and Lakewood's Community and Economic Development Department staff coordinate as part of the HOME Consortium, and participate in regional efforts to plan and deliver services. Tacoma staff participate in weekly meetings with service providers and coordinate on the development of plans and strategies. The City also works alongside public- and assisted-housing providers, governmental agencies for health, mental health, and other service providers to deliver programs focused on economic development, transportation, public services, special needs, homelessness, and housing.

As the need for affordable housing and services continues to increase, the Cities of Tacoma and Lakewood, and Pierce County collaborate on long-term priorities to leverage limited funding to meet the needs of the community.

Coordination is also carried out through the Tacoma Community Redevelopment Authority (TCRA), Human Service Commission, Continuum of Care and the Lakewood Community Service Advisory Board who provide oversight and review. Tacoma and Lakewood also coordinate service delivery with Tacoma Housing Authority (THA) and Pierce County Housing Authority (PCHA).

#### **Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness.**

The Tacoma/Lakewood/Pierce County Continuum of Care Oversight Committee provides guidance and input on the implementation of the Plan to End Homelessness. The committee consists of representatives from a variety of sectors, including local government, public housing authorities, schools, health care, law enforcement and faith-based communities. Pierce County Human Services is designated by the Continuum of Care Committee as the Collaborative Applicant and the Homeless

Management Information System (HMIS) lead. The Continuum of Care Committee is not a County entity.

The City of Tacoma and Pierce County coordinate on services provided through ESG, including the development of a shared ESG Desk Manual that provides consistent policies and procedures across ESG sub recipients who receive funding through the County and City. The City of Tacoma continues to coordinate ESG funding allocations with those made by Pierce County. Pierce County oversees data quality control and data reporting.

The City of Tacoma intends to be part of the Continuum of Care committee and to support the board's community wide commitment to ending homelessness through policy and resource alignment by implementing activities to achieve the goals and objectives.

**Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards for and evaluate outcomes of projects and activities assisted by ESG funds, and develop funding, policies and procedures for the operation and administration of HMIS**

Jurisdictions that receive an ESG grant must describe the consultation with the CoC that serves the jurisdiction's geographic area in:

1. Determining how to allocate ESG funds:

The City of Tacoma staff present funding recommendations and solicit feedback and questions from the Continuum of Care to determine how to allocate ESG funds in the community and best serve homeless individuals and families living unsheltered, sheltered, accessing housing options, and prevention.

2. Developing performance standards for and evaluating outcomes of projects and activities assisted by ESG funds: The City of Tacoma developed and aligned performance standards within HUD guidelines to ensure episodes of homelessness are rare, brief and one-time. Measures include, but are not limited to:

- Length of time persons remain homeless
- Number of homeless persons in the system
- Exits to permanent housing and returns to homelessness
- Successful housing placement
- Length of time persons remain in shelter
- Length of time persons remain in housing

3. Developing funding, policies, and procedures for the operation and administration of HMIS: Pierce County Human Services is the lead on HMIS and adheres to all HUD and additional federal guidelines and regulation on the database. The City of Tacoma and sub-recipients of ESG funds, are required to adhere to all policies and procedures related to HMIS.

**2. Agencies, groups, organizations and others who participated in the process and consultations**

<b>Agency/Group/Organization</b>	Tacoma Community Redevelopment Authority
<b>Agency/Group/Organization Type</b>	Public Development Authority
<b>What section of the Plan was addressed by Consultation?</b>	AP-35 Projects Table, AP-38 Projects Summary
<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The Tacoma Community Redevelopment Authority (TCRA) reviews proposals for minor capital projects and community and economic development activities for inclusion in the Annual Action Plan. Through the Annual Action Plan, City Council allocates funds directly to the TCRA to administer its Economic Development Fund and Affordable Housing Fund.
<b>Agency/Group/Organization</b>	Human Services Commission
<b>Agency/Group/Organization Type</b>	Advisory Group
<b>What section of the Plan was addressed by Consultation?</b>	AP-35 Projects Table, AP-38 Projects Summary
<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The Human Services Commission reviews funding recommendations for human service programs supported with CDBG public services funding and ESG funding.

<b>Agency/Group/Organization</b>	Tacoma Lakewood Pierce County Continuum of Care Oversight Committee
<b>Agency/Group/Organization Type</b>	Regional Planning Group for Homeless Services
<b>What section of the Plan was addressed by Consultation?</b>	AP-35 Projects Table, AP-38 Projects Summary
<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The Tacoma Lakewood Pierce County Continuum of Care reviews funding recommendations for human service programs supported with CDBG Public Services funding and ESG funding.
<b>Agency/Group/Organization</b>	Lakewood Community Services Advisory Board
<b>Agency/Group/Organization Type</b>	Advisory Group
<b>What section of the Plan was addressed by Consultation?</b>	AP-35 Projects Table, AP-38 Projects Summary
<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The Lakewood Community Services Advisory Board reviews and recommends proposals funded through the Tacoma Lakewood HOME Consortium agreement for projects to be included in the Consortium's Annual Action Plan.
<b>Agency/Group/Organization</b>	Tacoma Housing Authority
<b>Agency/Group/Organization Type</b>	Public Housing Authority, Moving to Work Agency
<b>What section of the Plan was addressed by Consultation?</b>	AP-60 Public Housing
<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The City of Tacoma partners with the Tacoma Housing Authority on service delivery and affordable housing development.

<b>Agency/Group/Organization</b>	Pierce County Housing Authority
<b>Agency/Group/Organization Type</b>	Public Housing Authority
<b>What section of the Plan was addressed by Consultation?</b>	AP-60 Public Housing
<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The City of Tacoma and the City of Lakewood partner with the Pierce County Housing Authority on service delivery and affordable housing development in Pierce County.

**Table 2 – Agencies, groups, organizations who participated**

**Other local/regional/state/federal planning efforts considered when preparing the Plan**

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
One Tacoma – Housing Element, Economic Development Element	City of Tacoma	Outlines land-use planning strategies for meeting citywide housing goals. The City is required under the Washington Growth Management Act to create a comprehensive plan with elements on Affordable Housing and Economic Development.
Tacoma 2025	City of Tacoma	Defines strategic indicators, established by the community, that guide the City in decision-making and resource allocation, as well as performance-tracking and reporting
Affordable Housing Action Strategy	City of Tacoma	Identifies key challenges and strategic approaches to developing and maintaining affordable housing options in Tacoma
Racial Equity Action Plan	City of Tacoma	Each City of Tacoma department has a Racial Equity Action Plan to operationalize anti-racism through hiring processes, resource allocation, and community partnerships.
Pierce County Comprehensive Plan to End Homelessness	Tacoma/Lakewood/Pierce County Continuum of Care	Identifies the existing resources, goals and priorities for the Tacoma/Lakewood/Pierce County Continuum of Care
Pierce County SPARC	Pierce County	The SPARC Report provides data on how people are experiencing the accrual of systemic racism and makes recommendations towards systems transformation.

**Table 3 – Other local / regional / federal planning efforts**

## **Narrative**

Each process required for Consolidated Planning is different and requires a unique form of public involvement. Each process, including the Annual Action Plan, will use the form of Civic Engagement most appropriate to the project's purpose. During the Annual Action Plan, opportunities for input and comment are provided throughout the process.

## **AP-12 Participation - 91.401, 91.105, 91.200(c)**

### **1. Summary of citizen participation process/Efforts made to broaden citizen participation Summarize citizen participation process and how it impacted goal-setting**

Funding recommendations for allocations of Community Development Block Grant (CDBG) for projects related to infrastructure, community development, economic development, and minor housing improvements are made by the Tacoma Community Redevelopment Authority.

Recommendations for CDBG Public Services and Emergency Shelter Grant (ESG) funds are made by City of Tacoma Neighborhood and Community Services staff with input from the Human Services Commission and the Tacoma/Lakewood/Pierce County Continuum of Care.

The Tacoma-Lakewood HOME Consortium 2023 Annual Action Plan allocates HOME and CDBG funds to be administered by the TCRA in support of Affordable Housing projects.

The thirty-day period for examination and review of the AAP begins on March 31, 2023 and ends on May 1, 2023. Written comment is accepted during this time. In addition, a public hearing is held during a regularly scheduled City Council meeting on April 25, 2023 during which verbal comment is accepted. The City provides public notice on March 31, 2023 in the Legal section of the Tacoma publication The News Tribune for print and online viewing. Notice is also provided several weeks in advance of the public hearing via the Tacoma Daily Index.

A copy of the public notice is shared via email with partner agencies, including agencies serving communities who are low-income, elderly, minorities, other-abled, youth, or have limited English proficiency. Draft copies are available for in-person viewing and review at: City of Tacoma, 747 Market Street, Community & Economic Development Department (9<sup>th</sup> Floor), General Services Department (2<sup>nd</sup> Floor) with special arrangements for disabled persons advertised, at the City of Lakewood Community Development Department 6000 Main Street SW (2<sup>nd</sup> Floor) as well as at Tacoma and Lakewood public libraries. The AAP is also posted on both cities' websites. Public comments are documented and submitted with the plan, along with an explanation of whether or not they are incorporated into the plan and why.

<b>Citizen Participation Outreach</b>						
<b>Sort Order</b>	<b>Mode of Outreach</b>	<b>Target of Outreach</b>	<b>Summary of response/attendance</b>	<b>Summary of comments received</b>	<b>Summary of comments not accepted and reasons</b>	<b>URL (If applicable)</b>
<b>1</b>	Newspaper Legal Ad	Non-targeted, broad outreach	9/21/2022 Notice of Public Meeting to Provide Overview of Planning Process and Needs Assessment	No comments received		
<b>2</b>	Public Meeting	Non-targeted, broad outreach	10/5/22 Provide Overview of Planning Process and Needs Assessment	No comments received.		
<b>3</b>	Email notification	Affordable Housing Stakeholders, Community and Economic Development Organizations (Including agencies serving non-English speaking communities)	10/19/22 The email that was sent outlined CED NOFA application opportunity, NOFA workshop, important dates, and where to find application.	No comments received		
<b>4</b>	Newspaper Legal Ad	Non-targeted, broad outreach	10/19/22 Outlined CED NOFA application opportunity, NOFA workshop, important dates, and where to find application. Ads placed in two newspapers.	No comments received.		

<b>Citizen Participation Outreach</b>						
<b>Sort Order</b>	<b>Mode of Outreach</b>	<b>Target of Outreach</b>	<b>Summary of response/attendance</b>	<b>Summary of comments received</b>	<b>Summary of comments not accepted and reasons</b>	<b>URL (If applicable)</b>
5	Virtual Zoom Workshop	Organizations interested in applying for funds through the CED NOFA	Five members of the community attended the workshop and participated in the discussion and questions and answers.	How many projects are anticipated to apply for funding through the City's competitive process? What are considered "Federal Cross-Cutting Requirements? How does a program ensure they are met? What is the oral presentation to the TCRA board before award? What will be required of projects after award? When will projects be able to begin to request reimbursement on project costs? Questions were answered during the meeting and the list of questions and answers were published after the meeting on the City's website.	All comments were accepted.	

<b>Citizen Participation Outreach</b>						
<b>Sort Order</b>	<b>Mode of Outreach</b>	<b>Target of Outreach</b>	<b>Summary of response/attendance</b>	<b>Summary of comments received</b>	<b>Summary of comments not accepted and reasons</b>	<b>URL (If applicable)</b>
6	Public Meeting	Tacoma Community Redevelopment Authority	10/13/22 Staff provided an overview of the AAP process and CDBG NOFA at the public meeting of the TCRA.	No comments were received.		
7	Internet Outreach	Non-targeted, broad	3/31/23 Post outlining funding recommendations, public comment period dates and times, and instructions for making comment.	We received one comment from a representative of Housing Center of Washington voicing support for the plan. They also encouraged consideration of fair housing training requirements for subrecipient staff, affirmative marketing plans for subrecipients to demonstrate advertising housing opportunities to those least likely to apply, review of all new and rehabbed housing plans to ensure accessibility, and fair housing training requirements for COA or HOA in any city-funded development.	Comment was accepted	

Citizen Participation Outreach						
Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
8	Public Hearing	Non-targeted, broad outreach	4/25/22 Presentation during regular City Council meeting on Annual Action Plan and funding recommendations, followed by opportunity to make verbal comment.	<p>A representative from Habitat for Humanity commented positively on the plan, and also expressed the need to consider how CDBG funds can be used to support infrastructure.</p> <p>One individual stated that they are a developer, and they feel they can no longer build affordable housing due to increased costs as a result of recent crimes. They also stated they have not applied for grant funds from the city.</p> <p>One individual commented that they didn't notice program outcomes mentioned in the presentation. They also commented on the need for projects' compliance with intended uses for funds.</p>	All comments were accepted.	

**Table 4 – Citizen Participation Outreach**

## Expected Resources

### AP-15 Expected Resources - 91.420(b), 91.220(c)(1,2)

#### Introduction

The City of Tacoma anticipates Community Development Block Grant (CDBG), HOME Investment Partnership (HOME), and Emergency Solutions Grant (ESG) funds will be administered under this plan. In addition, state, local, and private resources will be leveraged to maximize the use of federal funds to make annual progress towards the goals in City of Tacoma's 2020-24 Consolidated Plan.

The City of Tacoma partners with the Tacoma Redevelopment Authority on the oversight and administration of the Tacoma Lakewood HOME Consortium.

Approval of the 2023 Annual Action Plan by City Council and HUD is required before the City can receive annual CDBG, HOME, and ESG grants.

For the 2023 Program year the City of Tacoma anticipates receiving the following grant allocations: CDBG - \$2,393,848, HOME - \$1,458,355, ESG -\$209,987. In addition to new grant allocations, the City will allocate program income from both the HOME and CDBG programs.

#### Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	2,393,848	300,000	0	2,693,848	2,297,467	
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	1,458,355	304,779	0	1,763,134	972,748	*Consortium including the cities of Tacoma and Lakewood
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	209,987	0	0	209,987	227,007	

**Table 5 - Expected Resources – Priority Table**

**Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied.**

The City of Tacoma matches CDBG and HOME funds with grants, local funds, nonprofit organizations, Low-Income Housing Tax Credits, corporate grants, and donations (among other sources) to increase the benefit and success of projects using federal CDBG, HOME, and ESG dollars. In the past, Tacoma has committed federal CDBG and HOME funds to affordable projects early; the city's upfront support has been critical in anchoring projects and obtaining additional funding.

The Affordable Housing Fund, under the oversight of the Tacoma Community Redevelopment Authority, increases the ability of partners to provide affordable housing by providing a stable source of funding to leverage additional resources. Tacoma also has a local Affordable Housing Trust Fund. Together these two funds generate revenues of approximately \$5,353,000 annually to be used for affordable housing.

HOME match requirements for the Consortium are met through multiple sources, including sources such as private grants and donations, Attorney General Funds, and the State Housing Trust Fund.

In Tacoma, ESG match requirements are met through various sources, depending on the project. Sources in past years have included Washington State, Pierce County, foundations and corporate grants, commercial lending, private donations, and City of Tacoma General Fund dollars.

**If appropriate, describe publicly owned land or property located within the jurisdiction that may be used to address the needs identified in the plan**

The City of Tacoma has a public land disposition policy that prioritizes affordable housing on publicly owned property. This policy may result in publicly owned property becoming available over this funding cycle. Surplus property listings are provided on the City of Tacoma website by the Joint Municipal Action Committee, a partnership between City of Tacoma, Metro Parks, Tacoma Public Schools, and Pierce County. The TCRA may work in conjunction with the City of Tacoma to make land available for the development of affordable housing units.

The City of Tacoma also consistently reviews its available vacant properties to determine if any are suitable for operation of shelter or any other services to support individuals experiencing homelessness. Should the City identify such property for use that use is discussed with the City Council and a community conversation is conducted prior to any service implementation.

**Discussion**

The City of Tacoma's use of Consolidated Plan funds is based on eligibility requirements outlined by HUD for the CDBG, HOME, and ESG grant programs, priorities set by City Council, and their applicability to addressing issues presented in the city's Needs Assessment.

To maximize the outcome of federal programs, the City will continue to leverage existing, local funding sources like the Affordable Housing Trust fund while working to identify and lobby for additional sources. Intergovernmental coordination with the City of Lakewood, Pierce County, and the State of Washington will also ensure that funding is efficiently pooled to carry out successful housing, community, and economic development activities.

## **Annual Goals and Objectives**

### **AP-20 Annual Goals and Objectives - 91.420, 91.220(c)(3)&(e)**

#### **Goals Summary Information**

The Tacoma-Lakewood HOME Consortium will aim to implement its federal funds in the 2023 program year to accomplish the following goals:

- Stabilize existing residents – Through funds for critical and minor home repairs, home beautification projects, and business support services and technical assistance for local small businesses and entrepreneurs.
- Increase diverse rental and homeownership opportunities – Through funds for down payment and other related costs to homebuyers and the City of Tacoma’s Affordable Housing Trust Fund, which facilitates the development or rehabilitation of rental or homeownership properties.
- Prevent and reduce homelessness – Through funds for a wide range of services and facilities intended to prevent residents from becoming homeless and serving those experiencing homelessness.
- Culturally competent services - Improving the cultural competence of services is an overarching goal for any activities funded through the 2023 Annual Action Plan.

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Stabilize existing residents	2020	2024	Affordable Housing Public Housing Non-Housing Community Development	City Wide	Need for safe, accessible homes and facilities	CDBG: \$1,616,990	Homeowner Housing Rehabilitated: 74 Household Housing Unit
2	Prevent and reduce homelessness	2020	2024	Affordable Housing Homeless	City Wide	Housing instability among residents	CDBG: \$359,077 ESG: \$188,989	Tenant-based rental assistance / Rapid Rehousing: 50 Households Assisted Homeless Person Overnight Shelter: 120 Persons Assisted
3	Increase diverse rental and homeownership opportunities	2020	2024	Affordable Housing	City Wide	Limited supply of diverse rental opportunities	HOME: \$1,586,822	Rental units constructed: 25 Household Housing Unit Other: 25 Other
4	Increase availability of cultural services	2020	2024	Homeless Non-Housing Community Development	City Wide	Accessible, culturally competent services	CDBG: \$300,000	Businesses assisted: 604 Businesses Assisted

Table 6 – Goals Summary

## AP-35 Projects - 91.420, 91.220(d)

### Introduction

The projects described in the City of Tacoma-Lakewood HOME Consortium Annual Action Plan were selected for their capacity to support the goals and objectives outlined in the 2020-2024 Consolidated Plan, addressing the needs of low- and moderate-income residents.

#	Project Name
	Inclement Weather Shelter
	Temporary and/or Inclement Weather Shelter
	Rapid Re-Housing
	2023 ESG
	CDBG Admin
	City of Tacoma Single Family Rehab Program
	Rebuilding Together South Sound Tacoma Home Repair
	Associated Ministries Paint Tacoma Beautiful
	Spaceworks
	Urban Business Support
	Kay Tita
	HOME Admin
	Tacoma Affordable Housing Fund
	Lakewood Affordable Housing Fund

**Table 7 – Project Information**

### Describe the reasons for allocation priorities and any obstacles to addressing underserved needs

Allocation priorities are identified through the combined direction from elected leaders; input from community members; concurrent strategies and plans; the ability to serve priority needs among Tacoma residents; and the ability to leverage additional local and state funding.

#### Housing

A. Development of new affordable housing B. Repairs and major rehabilitation benefitting low-income homeowners C. Second mortgages, and/or loans for closing costs benefitting low-income homeowners D. Down payment assistance for first-time homebuyers E. Maintain and expand rental housing affordable to low-income households F. Provide supportive housing for homeless and/or special needs individuals and families, including emergency and transitional shelters, and special needs-housing with support services.

## Community Development

- A. Street-related improvements such as sidewalk repair or replacement in lower income neighborhoods
- B. Public infrastructure improvements
- C. Off-site infrastructure improvements for affordable housing projects
- D. Improvements to public facilities

## Economic Development

- A. Business services for lower-income neighborhoods and/or lower income groups
- B. Financial and technical assistance for disadvantaged persons who own or plan to start a business
- C. Revitalization of blighted or low-income business districts
- D. Prevention of health and safety concerns through code enforcement.

## Human Services

- A. Housing and economic stabilization services for individuals and families
- B. Youth and young adult stabilization services for unaccompanied youth and young adults who are at risk for or currently experiencing homelessness
- C. Emergency shelter and rapid re-housing

Declining resources relative to growing need among low-income households is an obstacle. The resources available to support the creation and preservation of affordable housing units are insufficient to meet demand. The Affordable Housing Action Strategy (AHAS) estimates a 3,000 unit gap for low-income households. It defines the connection between the lack of affordable homes and homelessness, affecting nearly 3,300 persons in Tacoma/Pierce County (HMIS data from Pierce County Human Services, November 2021).

Tacoma has experienced an increase in private investment; however, the city's existing resources can only leverage a few new affordable housing developments each year. Statewide resources, such as the Low-Income Housing Tax Credit and the state housing trust fund, are in high demand. AHAS stakeholders shared that projects serving extremely- and very low-income households often do not receive essential tax credits or substantial local investment to compete for state resources.

Existing resources are also inadequate. Fair Market Rents and HOME rents have increased more slowly than overall increases in median home values and contract rents, and are lower, across bedroom sizes, than the average rent in Tacoma. As a result, tenant-based and project-based rental assistance are insufficient.

Affordable homeownership provides stability and wealth-building capacity for low-income households. The City of Tacoma uses allocates significant HOME and CDBG funds to assist first-time homebuyers and to invest in home repair/rehabilitation. Tacoma residents of color experiencing systemic racism have been impeded from accessing resources required for homeownership, thus face a significant disproportionately lower rate of homeownership.

The Cities of Tacoma and Lakewood will coordinate with local and regional partners, its regional HUD field office, community members, and across its departments to address obstacles and maximize limited, federal dollars. AHAS implementation will establish new revenue sources and partnerships and land use tools to support more affordable, diverse housing options.

## AP-38 Project Summary

### Project Summary Information

	Project	Goals Supported	Geographic Areas	Needs Addressed	Funding
	Tacoma Affordable Housing Fund	Increase diverse rental and homeownership opportunities	City Wide - Other	Limited supply of diverse rental opportunities	HOME : \$1,130,389
	Description	Development of rental and homeownership housing units.			
	Target Date for Completion	06/30/2024			
1	Estimate the number and type of families that will benefit from the proposed activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	At least 25 households will benefit from this project.			
	Location Description (additional information for this discussion may be available on the AP-36 Project Detail screen)				
	Planned Activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	Development of a combination of rental and homeownership units, at least 25 total housing units.			
	Lakewood Affordable Housing Fund	Increase diverse rental and homeownership opportunities		Limited supply of diverse rental opportunities	HOME : \$456,433
	Description	Provides funding for the development of rental housing units.			
	Target Date for Completion	06/30/2024			
2	Estimate the number and type of families that will benefit from the proposed activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	25 households will benefit from this project			

	Location Description (additional information for this discussion may be available on the AP-36 Project Detail screen)	This project is in the City of Lakewood.			
	Planned Activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	Development of 25 rental housing units.			
	2023 HOME Admin				HOME : \$176,312
	Description	Administration of activities to meet consolidated Plan and HOME program requirements.			
	Target Date for Completion	06/30/2024			
3	Estimate the number and type of families that will benefit from the proposed activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	This is for Administration only			
	Location Description (additional information for this discussion may be available on the AP-36 Project Detail screen)				
	Planned Activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	Administration, management, coordination, monitoring, evaluation of the HOME Program and related requirements.			
	Tacoma Pierce County Chamber of Commerce - Spaceworks 2023	Increase availability of cultural services	City Wide - Other	Accessible, culturally competent services	CDBG : \$140,000
4	Description	Spaceworks provides business support services for emerging entrepreneurs. Incubator services will include at least 4 business training cohorts (12-36 hour programs) focused on business plan development, workshops, one-on-one coaching, technical assistance, site consultation, and facilitated peer-to-peer support. Training includes: business plan development, marketing plan development, lease negotiations, and financial management.			

	Target Date for Completion	06/30/2024		
	Estimate the number and type of families that will benefit from the proposed activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	360 businesses will be assisted		
	Location Description (additional information for this discussion may be available on the AP-36 Project Detail screen)			
	Planned Activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	Staff salaries, supplies, and contracted services.		
	Urban Business Support - Urban Biz-2023	Increase availability of cultural services	Accessible, culturally competent services	CDBG : \$70,000
	Description	Urban Business Support's program provides technical assistance in creating a business plan, along with training that focuses on personal credit and budgeting, financial projecting, and entrepreneur leadership skills. The program also provides technical assistance to existing small business owners. The proposed program includes 6 Business Plan in a Day boot camps (for a total of 72 business owners) and 3 10-week Entrepreneurship Programs held throughout the City. Businesses will also receive 10 hours of on-going, one-on-one assistance and ongoing TA for program graduates.		
5	Target Date for Completion	06/30/2024		
	Estimate the number and type of families that will benefit from the proposed activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	144 microenterprise businesses will be assisted.		
	Location Description (additional information for this discussion may be available on the			

	AP-36 Project Detail screen)				
	Planned Activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	Staff salaries, training facilitation, outreach and marketing, technical assistance, program administration.			
6	2023 CDBG Administration				CDBG : \$478,769
	Description	Administration to implement and manage CDBG funded activities.			
	Target Date for Completion	06/30/2024			
	Estimate the number and type of families that will benefit from the proposed activities (additional information for this discussion may be available on the AP-36 Project Detail screen)				
	Location Description (additional information for this discussion may be available on the AP-36 Project Detail screen)	This is administration only.			
	Planned Activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	Administration, management, coordination, monitoring, evaluation of CDBG funded activities			
7	City of Tacoma Single Family Housing Rehabilitation- 2023	Stabilize existing residents	City Wide - Other	Need for safe, accessible homes and facilities	CDBG : \$919,322
	Description	Program provides no-interest loans to City of Tacoma homeowners living in single-family homes to correct health and safety issues in their homes. This program is designed to provide rehabilitation and repair to correct components of the house not in compliance with Housing Quality Standards, Uniform Physical Conditions Standards, and local building codes.			
	Target Date for Completion	6/30/2024			
	Estimate the number and type of families that will benefit from the proposed activities	12 households will benefit from this project.			

	(additional information for this discussion may be available on the AP-36 Project Detail screen)			
	Location Description (additional information for this discussion may be available on the AP-36 Project Detail screen)			
	Planned Activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	Program provides no-interest loans up to \$60,000 to City of Tacoma homeowners living in single-family homes to correct health and safety issues in their homes. This program is designed to provide rehabilitation and repair to correct components of the house not in compliance with Housing Quality Standards, Uniform Physical Conditions Standards, and local building codes.		
	ESG23 Tacoma	Prevent and reduce homelessness		Housing instability among residents ESG : \$209,987
	Description	ESG EN Administration \$15,749 HMIS Operations \$5,249 Emergency Shelter \$125,989 Rapid Re-Housing \$63,000		
	Target Date for Completion	06/30/2024		
8	Estimate the number and type of families that will benefit from the proposed activities (additional information for this discussion may be available on the AP-36 Project Detail screen)			
	Location Description (additional information for this discussion may be available on the AP-36 Project Detail screen)	90 households will be assisted by this project.		
	Planned Activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	Administration, management, coordination, monitoring, evaluation, and reporting for ESG funds. Rapid rehousing, temporary shelter operations an HMIS management.		
9	Kay Tita	Increase availability of cultural services	City Wide - Other	Accessible, culturally competent services CDBG : \$90,000

	Description	Provide assistance to microenterprise businesses.			
	Target Date for Completion	06/30/2024			
	Estimate the number and type of families that will benefit from the proposed activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	100 microenterprise businesses will benefit from this project.			
	Location Description (additional information for this discussion may be available on the AP-36 Project Detail screen)				
	Planned Activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	Provide Technical assistance to microenterprise businesses.			
10	Rebuilding Together South Sound - Community Revitalization Partnership- 2023	Stabilize existing residents		Need for safe, accessible homes and facilities	CDBG : \$572,680
	Description	The Community Revitalization Partnership combines two RTSS programs (Rebuilding Day and Safe at Home) that provide health, accessibility and safety related home repairs and rehabilitation to owner-occupied, single-family residences for low-income (up to 50% AMI) homeowners who are elderly, disabled or families living with children. All repairs and modifications are done at no cost to homeowners and include roof leaks, plumbing, electrical, security (door/window/lighting), gutter repairs, carpentry, caulking, weather-stripping, temporary fencing, mechanical servicing, CO/smoke alarms and waterproofing.			
	Target Date for Completion	06/30/2024			
	Estimate the number and type of families that will benefit from the proposed activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	35 households will benefit from this project.			

	Location Description (additional information for this discussion may be available on the AP-36 Project Detail screen)			
	Planned Activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	Salaries of staff, as well as associated expenses and materials (including for lead safe practices), licensing, permits, and overhead for making repairs.		
	Associated Ministries - Paint Tacoma Beautiful- 2023	Stabilize existing residents	City Wide - Other	Need for safe, accessible homes and facilities CDBG : \$64,000
	Description	Associated Ministries seeks support for its Paint Tacoma Beautiful (PTB) program providing free exterior house painting for low-income homeowners. Painting preserves housing by sealing the house and helping to prevent damage caused by exposure. Volunteers scrape and sand old paint, pressure wash the house, apply primer, and paint the house and trim.		
	Target Date for Completion	06/30/2024		
1 1	Estimate the number and type of families that will benefit from the proposed activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	27 households will be assisted by this project.		
	Location Description (additional information for this discussion may be available on the AP-36 Project Detail screen)			
	Planned Activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	Personnel costs for the staff, travel expenses (travel for volunteer outreach, and to and from homes being assessed and/or painted), printing/ advertising/ outreach/recruiting and postage; supplies, space, and indirect costs.		
1 2	Temporary and/or Inclement Weather Shelter	Prevent and reduce homelessness	City Wide - Other	Housing instability among residents CDBG : \$359,077

Description	Provide shelter on a temporary basis as needed or during times of inclement weather.
Target Date for Completion	06/30/2024
Estimate the number and type of families that will benefit from the proposed activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	80 households will be assisted by this project.
Location Description (additional information for this discussion may be available on the AP-36 Project Detail screen)	
Planned Activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	Provide shelter on a temporary basis as needed or during times of inclement weather.

## **AP-50 Geographic Distribution - 91.420, 91.220(f)**

### **Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed**

The City of Tacoma allocates its funds citywide. It does not concentrate its funding through a “Target Area” as defined by HUD. Acknowledging that federal and local policies have produced a disparate impact on the neighborhoods of Tacoma, several geographic tools aid our strategic planning for increased spatial equity throughout the city.

#### City of Tacoma Equity Index

In 2019, the City’s Office of Equity and Human Rights released the Tacoma Equity Index. The Index is one of the primary tools that city staff, community members, partners, and other decision-makers can use to help ensure that policy and funding decisions address Tacoma 2025 strategic indicators. These indicators were established by the community to improve access to opportunity for all Tacoma residents.

This relates to any decisions in the City’s Consolidated Planning that require City Council approval. City staff are required to outline which of these indicators their recommendations support and describe how those indicators will be met should recommended actions be approved.

In 2021, the Equity Index expanded to include Pierce County data.

#### Tacoma Human Services Strategic Plan: Equity and Empowerment Framework

For the development of the Tacoma Human Services Strategic Plan, City staff conducted GIS mapping of local conditions and the human services system, including the:

- Location/distribution of programs offering services to Tacoma residents,
- Number and location of clients served by city-funded programs,
- Location of programs currently funded, and
- Geography of cost-burdened households, race and language barriers across the City.

#### Housing Market Policy Dashboard

The Housing Market Policy Dashboard provided the basis for policy approaches proposed in the Affordable Housing Action Strategy (AHAS) and serves as a dashboard for the City of Tacoma to monitor and adjust its market-based policies over time.

The dashboard estimates the potential impacts of market-based incentives for income-restricted affordable housing production. It works by modeling the financial viability of multifamily housing development on over 1,100 potential development sites across the city, based on a snapshot of market conditions from 2018 when the AHAS was developed. Outcomes vary based on site conditions,

differences in market rents, and development regulations.

### **Geographic Distribution**

<b>Target Area</b>	<b>Percentage of Funds</b>
N/A	N/A

**Table 8 - Geographic Distribution**

### **Rationale for the priorities for allocating investments geographically**

The City of Tacoma does not allocate investments geographically.

### **Discussion**

While the City of Tacoma does not concentrate its funding through a "Target Area" as defined by HUD, the organization has invested in valuable geographic tools that support our staff and community partners' ability to make decisions that leverage federal funds to meet specific, localized needs.

Tools such as the Equity Index, GIS mapping of local conditions and the human services system, and the Housing Market Policy Dashboard allow decision-makers to understand how concentrations of low-income households produce specific outcomes and increased need for affordable housing, community and economic development, and public service investments.

# Affordable Housing

## AP-55 Affordable Housing - 91.420, 91.220(g)

### Introduction

The City of Tacoma continues to maximize federal funding and leverage local resources to develop new affordable housing units; preserve existing affordable housing; create opportunities for homeownership to low-income households; and provide supportive housing in the form of emergency, transitional, and special needs housing with support services.

One Year Goals for the Number of Households to be Supported	Tacoma	Lakewood
Homeless	-	-
Non-Homeless	99	25
Special-Needs	-	-
Total	99	25

Table 9 - One Year Goals for Affordable Housing by Support Requirement

One Year Goals for the Number of Households Supported Through	Tacoma	Lakewood
Rental Assistance	-	-
The Production of New Units	25	25
Rehab of Existing Units	74	-
Acquisition of Existing Units	-	-
Total	99	25

Table 10 - One Year Goals for Affordable Housing by Support Type

### Discussion

The Tacoma-Lakewood HOME Consortium will support households through the following affordable housing activities:

- Rental assistance
- Production of new units
- Acquisition of existing units
- Rehabilitation of existing units

### Lakewood

The City of Lakewood will produce 25 new rental housing units.

### Tacoma

The City of Tacoma will produce 25 new rental units and rehabilitate 74 homeowners housing units.

## AP-60 Public Housing - 91.420, 91.220(h)

### Tacoma Housing Authority

#### Introduction

The strategic objectives identified below advance THA's mission to provide high-quality housing and supportive services to people with low incomes, with a focus on those facing the greatest marginalization. We strive to do this in ways that accomplish two other aims. First, we seek to help people succeed, not just as residents but also, as our vision statement and strategic objectives contemplate, as "parents, students, wage earners and builders of assets". Second, we seek to help the City of Tacoma develop equitable affordable housing opportunities. We aim to help build a Tacoma that is a place that households of all incomes, races, and compositions, experience as "safe, vibrant, prosperous, attractive, and just." Ultimately, Tacoma Housing Authority drives for a community commitment to housing as a human right. As we look toward the next several years, we will set goals, metrics, and strategies to support the four goals:

#### *Increase the amount of available housing for low-income families*

- In the next 5 years:
  - Add at least 500 new units of affordable housing through development or partnerships.
  - Purchase at least 200 housing units that can be prioritized for voucher holders.
  - Rehabilitate and or refinance at least 100 units of existing housing to improve quality of life for tenants and long-term viability of the property.
- In the next year, develop a process or program for THA customers to purchase homes. Increase

#### *Housing Access & Stability*

- Maintain a 98% occupancy rate or higher in THA's portfolio.
- Maintain THA's MTW requirement to serve substantially the same number of customers.
- In the next year, decrease the number of households on THA programs paying more than 40% of their income for housing.
- In the next 2 years, increase the percent of households able to secure housing with a voucher from 55% to 60%.
- Within 3 years, develop a strategy for measuring customer (housing recipients, landlords, vendors, etc.) satisfaction and publish baseline data.

#### *Embed Principles of Diversity, Equity, Inclusion & Belonging (DEIB) in THA's programs, culture & priorities*

- In the next year, in an effort to increase accessibility and ease of doing business with THA, increase the number and percentage of THA invoices paid within 30 days from the date of invoice and work to reduce the barriers to disadvantaged business enterprises.
- In the next year, review where and how to set goals related to the use of Universal Design.
- In the next 2 years, increase the percentage (by number and dollars) of minority and women-

owned businesses receiving contracts or direct purchase requisitions with THA and/or on projects paid for with THA funds.

- In the next 3 years, review THA policies and practices related to housing, procurement, and employment and revise them to make them more equitable.

#### *Make THA a great place to work*

- In the next year, increase THA retention from 79% to 85%.
- In the next year, increase the number and hours worked of THA residents and low-income Tacomans hired into THA jobs and THA funded work.
- In the next year, increase the number and percentage of THA staff earning a housing wage.
- Within two years, develop a strategy for measuring staff satisfaction and publish baseline data.

### **Actions planned during the next year to address the needs to public housing**

Housing and Supportive Services: THA's work will continue to focus on building partnerships and uncovering resources to give households the supports they need to stay healthy, stably housed, and economically secure. This includes seeking opportunities assisting voucher holders leasing on the private market, such as late rent and security deposit assistance. THA continues its partnerships with service providers, including the Salishan Center for Strong Families and the newly launched 2Gen program, which utilizes cross-sector partnerships to provide multi-generational mentorship programs, tutoring, social emotional learning.

Creating and Preserving Affordable Housing: THA is currently under construction with Housing Hilltop, which is closely guided by the community's 2019 Hilltop Community Framework Plan. The site includes 231 units of housing, retail, and community public space. THA is planning the redeveloping of its James Center North property to create a vibrant, mixed-use, transit-oriented development that will include up to 150 units of affordable housing. This year we will also continue to search for acquisition opportunities to make existing housing permanently affordable.

### **Actions to encourage public housing residents to become more involved in management and participate in homeownership**

THA will continue to invest in supportive services for the tenants living in its portfolio, including pathways to homeownership, such as those provided in the Family Self-Sufficiency program. Considering the ongoing pandemic, THA's goal is to continue meeting the basic needs of THA residents, including increasing food access alongside our community partners, conducting vaccine outreach and education, connecting people to health appointments, and providing COVID-19 testing sites across the portfolio. THA, in partnership with Pierce County, has held effective eviction prevention outreach events in 2021 and THA will continue these eviction prevention efforts and housing stability service referrals in 2022. Finally, THA continues to provide self-sufficiency supports through its Center for Strong Families site

which combines coaching for employment and financial management, and income supports.

**If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance**

THA is not in designated as a troubled PHA.

**Discussion**

The pandemic is requiring us to continually relearn and adjust the ways we do our work. That work includes managing a large and varied portfolio of properties that houses marginalized households; paying rent on behalf of thousands of voucher holders to hundreds of landlords; completing large, complicated real estate projects; and providing supportive services to an increasingly stressed population of clients.

In 2023, THA will continue to respond to the community’s needs while leveraging MTW flexibility to:

*Increase the Amount of Available Housing for Low-income Families*

- We will focus efforts on projects that are financially feasible and/or can be accomplished with partners.
- THA will focus on acquiring housing units to add to THA’s portfolio.
- THA will explore ways it can use MTW flexibility to make homeownership options available to its customers.

*Increase Housing Access & Stability*

- Transitioning HOP households to the traditional HCV voucher helps deepen affordability for households whose rents would have been unaffordable if their incomes decreased.
- THA has established a regular schedule for analysis to ensure THA’s payment standards are keeping pace with the market, enabling households to secure housing.
- THA is aligning with existing systems of care, housing, and education partners to have a larger impact among THA residents and those most likely to face a housing crisis.
- THA will continue the redesign of the Family Self-Sufficiency (FSS) program and continue to support families with children in middle school and/or high school through the recently implemented Two Generational Program (2Gen).
- THA is creating a comprehensive data system that connects the organization and better manages data, enabling us to make data-driven decisions and continually improve operations and programs.

*Embed Principles of Diversity, Equity, Inclusion & Belonging (DEIB) in THA's Programs, Culture & Priorities*

- THA will begin collecting data on the number of disadvantaged business enterprise, including minority and women-owned businesses, Section 3 businesses, and veterans-owned businesses receiving contracts with THA and/or on projects paid for with THA funds. We will also try to attract more of those businesses.
- THA will review THA policies and practices related to housing programs and services, procurement, and employment; revise them to make them more equitable; and establish a consistent review cycle thereafter.
- THA will raise awareness and increase understanding of the foundational definitions and principles of diversity, equity, inclusion, and belonging for THA staff, leadership, and Board of Commissioners realize better communication and provision of housing and support services.
- THA will develop an inclusive governance and collaboration structure to establish and move forward THA's strategies and priorities; establish regular review cycles to ensure THA's decision-making structures are audited through a DEIB lens.

*Make THA a Great Place to Work*

- THA will focus on equitable hiring, improving retention and increasing the number of customers and low-income Tacoma residents hired by THA and its partners.
- There will be a greater percentage of THA staff being paid housing wage—the hourly wage needed to afford a two-bedroom unit in Tacoma. As of the writing of this report, a 2-bedroom apartment in Tacoma required a full-time wage of \$32 per hour

## Pierce County Housing Authority (Lakewood)

### Introduction

Pierce County Housing Authority (PCHA) serves just over 5,000 individuals. PCHA offers project based and tenant-based vouchers in addition to the Family Self Sufficiency Homeownership program. Based on the 2022 Annual PHA Plan, PCHA has identified four goals: 1. Increase the provision of safe, decent, affordable housing 2. Expand Fair Housing Choice 3. Increase Economic Stability for Section 8 and Public Housing Residents 4. Increase Electronic information for participants, landlords and citizens. To further the goals, PCHA began the process of a Section 18 Repositioning to sell all of our public housing scattered site homes in the County (19 located in area code 98444 and 98445).

### Actions planned during the next year to address the needs to public housing:

1. Increase the provision of safe, decent, affordable housing
  - a. Increase the number of Housing Choice Vouchers by
    - i. Consider applications through HUD NOFA, such as, but not limited to, Section 811 Non-Elderly Disabled, and Family Reunification Vouchers
    - ii. Accept/Apply for Tenant Protection Vouchers when made available by HUD.
    - iii. Request additional Veterans Affairs Supportive Housing (VASH) when funding is available
    - iv. Implement 124 new Tenant Protection Voucher Transition away from Low-Income Public Housing
    - v. Start the planning process for the Faircloth-to RAD conversion of 150 additional units
  - b. Increase and improve partnerships with community organizations to expand availability of affordable housing
    - i. Continue to participate in community organizations, such as the Pierce County Affordable Housing Consortium and the Continuum of Care,
    - ii. Seek partnerships with local governments, including Tacoma Housing Authority, Pierce County, and South Sound Housing Affordability Partners
    - iii. Seek partnerships using Project Based Vouchers
    - iv. Seek to increase the community's knowledge/awareness of the need for additional affordable housing homes and the mechanisms for creation
    - v. Work with selected nonprofits to sell 124 LIPH units via Negotiated Sale for low income home buyers
    - vi. Seek capital and community partners to begin the development of additional affordable units in the county to leverage the anticipated \$40 million in new PCHA capital from the sale of our public housing single family homes
  - c. Increase lease-up success rate for Section 8 participants
    - i. Seek opportunities to introduce households on the Section 8 waitlist to Ready to

Rent

- ii. Increase efforts to expand participation of community landlords
  - 1. Conducting quarterly landlord appreciation events
  - 2. Support landlord adherence to Source of Income Discrimination protections
  - 3. Enhance the landlord’s customer service experience.
- 2. Expand Fair Housing Choice
  - a. Improve organizational awareness
    - i. Actively partner with entities such as the Fair Housing Center of Washington to increase internal (PCHA) awareness and external (participating landlord) awareness of impediments to fair housing choice.
    - ii. Seek new, and improve existing, partnerships with organizations that are historically underserved.
    - iii. Assess practices that will expand housing choice among Section 8 participants, this may include:
      - 1. Adopting Small Area Fair Market Rents
      - 2. Provide targeted outreach to landlords in areas of higher opportunity
      - 3. Improve participant materials
      - 4. Adopting preferences for the Section 8 waitlists

**Actions to encourage public housing residents to become more involved in management and participate in homeownership**

Increase Economic Stability for Section 8 and Public Housing Residents by:

- 1. Expand PCHA’s Family Self Sufficiency (FSS) program
- 2. Increasing Homeownership opportunities by prioritizing, when feasible, the sale of the Single-Family Public Housing units to low-income homebuyers,
- 3. Providing rental vouchers and assistance in relocating the current clients to homes that efficiently meet their needs and provide opportunities to better their lives
- 4. Using the net proceeds from the sale of the homes to develop and/or preserve affordable rental housing units for very low-income households in Pierce County.

**If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance**

The PCHA is not designated as troubled.

## **AP-65 Homeless and Other Special Needs Activities - 91.420, 91.220(i)**

### **Introduction**

The Continuum of Care Committee (CoC), also called The Road Home, is a body formed and convened to identify five-year goals and strategies to address homelessness across Pierce County. The CoC developed a five-year strategic plan. The strategic priority areas were informed by engaging input by those who experience homelessness, champions in other sectors, and the expertise of CoC members who represent a variety of organizations that connect people experiencing homelessness. The five strategic priority areas include:

1. Housing – Maximize the use of existing housing while advancing for additional housing resources and more affordable housing
2. Stability – Support the stability of individuals experiencing homelessness and those recently housed
3. System and Service Improvements – Create a more responsive, accessible Homeless Crisis Response System
4. Community Partners – Optimize and leverage internal and external partnerships to better prevent and address homelessness
5. The Continuum of Care – Grow awareness of the CoC’s purpose and plan and serve as a central advocacy and coordinating body for addressing homelessness in Pierce County.

### **Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including**

- The City finalized a five-year strategy on homelessness. That plan details the following goals:
  - Ensure affordable housing is available and accessible to Tacoma residents.
  - Everyone experiencing homelessness in Tacoma, or impacted by homelessness, can access services and support.
  - The shelter system in Tacoma offers all people a safe and dignified experience that is easy to access.
  - Tacoma’s homeless service system provides individuals and families with access to a continuum of tailored supports to prevent and end homelessness.
  - Tacoma’s homeless service system provides Individuals and families with access to permanent, stable housing in order to end the cycle of homelessness.
- Preventing people from becoming homeless by ensuring there is enough affordable housing is the single most effective strategy for addressing homelessness in our community. The Affordable Housing Action Strategy (AHAS) is the guide by which we will continue to work as an organization to address housing affordability in Tacoma by implementing the twenty-four actions outlined in the strategy. The City is also working to align our programming and funding decisions with Pierce County and their Comprehensive Plan to End Homelessness to achieve the goals listed above.

- Leveraged publicly and partner-owned land for affordable housing. An example would be the 35th and Pacific property and its transition into mixed housing, including affordable housing
- Streamline processes for households applying for and using rental assistance
- Create flexibility in contracting so providers can address various barriers
- Establish Workforce Development and Financial Empowerment program across the support system

### **Addressing the emergency shelter and transitional housing needs of homeless persons**

Emergency shelter can be the first step towards stability and should be made available to anyone in need. However, some shelter beds remain empty due to lack of coordination and data sharing across shelters. A goal of the CoC is to reduce the average length of stay in temporary housing projects, including emergency shelter, transitional housing, and save havens, to less than 90 days. To meet this goal, the first strategy is to create a task force to include current and potential shelter and transitional housing providers, experts, local funders, and Pierce County Coalition to End Homelessness.

Persons transitioning out of homelessness often have a variety of needs including behavioral health and mental health care, employment, education, childcare and parenting support, legal support, and more. To increase the chances of maintaining permanent housing for more than two years after exiting the Homeless Crisis Response System, a “care coordination” model that provides a wraparound service when a household first enters the system following then following a move to permanent housing is a key strategy.

**Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again**

1. Goal to support chronically homeless individuals and families: 90 percent of chronically homeless individuals remain housed two years after securing permanent housing. Strategies to achieve this goal are:
  - a. Create an easier access to economic resources that can support housing stability for chronically homeless individuals
  - b. Ensure case managers are connecting chronically homeless individuals who are entering housing with all mainstream benefits available to them
  - c. Increase the number of individuals within the county who are certified in
  - d. Supplemental Security Income/Social Security Disability Insurance
  - e. Outreach Access and Recovery (SOAR) and are actively connecting chronically homeless individuals entering permanent supportive housing and rapid rehousing with their federal benefits
  - f. Increase the use of Foundational Community supports to help chronically homeless individuals stay housed.
  - g. Invest in rapid rehousing providers so that they are prepared to effectively support chronically homeless individuals.
2. Goal to support Veterans: 90 percent of homeless veterans to remain housed two years after securing permanent housing. Strategies to achieve this goal are:
  - a. Encourage the HUD-VASH program contact graduated veterans at the time of voucher recertification and inspection to help with the process for graduation or continuing services; assess case management needs; and determine if increased services are needed to sustain permanent housing.
  - b. Strategically expand delivery of the Renters Readiness program to reach more veterans
  - c. Increase veterans' access to transportation services to ensure they can obtain and sustain employment and continue to access services once they are housed.
  - d. Support a collaboration between HUD-VASH, the Landlord Liaison Program, Housing Authorities, or to help with landlord engagement around veteran renters
  - e. Conduct research on the feasibility of creating landlord incentives for taking veteran renters.
3. Goal to support youth (ages 12-17) and young adults (ages 18-24): 90 percent of homeless youth remain housed two years after securing permanent housing. Strategies to achieve this goal are:
  - a. Create a "housing navigation" program to mentor youth.
  - b. Facilitate housing support groups where youth and young adults maintain existing social

- connections and develop new ones with peers
  - c. Identify financial resources for use in supporting youth and young adults who qualify as homeless under McKinney Vento
  - d. Identify and grow or develop safe housing options for youth under 18 who cannot sign for their own lease.
4. Goal to support families with children: 90 percent of homeless families remain housed two years after securing permanent housing. Strategies to achieve this goal are:
    - a. Support families access and use existing childcare resources and programs that are community-centered, effective, and culturally responsive
    - b. Identify and pilot innovative approaches to creating affordable, accessible childcare that are being used in other communities nationwide
    - c. Coordinate with the Tacoma-Pierce County Health Department to create a process for seamlessly connecting families who come to Coordinated Entry with the nearest Family Support Center.
  5. Goal to support survivors of domestic violence: 90 percent of homeless families remain housed two years after securing permanent housing. Strategies to achieve this goal are:
    - a. Launch and sustain up to 10 new support groups for DV survivors across the county, as a means of helping them remain independently housed and not return to abusive partners
    - b. Create a DV survivors fund dedicated to support them in leaving their abuser(s) and stabilize.

**Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs.**

Tacoma Housing Authority (THA)

THA deploys several special programs designed to meet the specific needs of individuals and families at-risk of homelessness. These include non-elderly adults with disabilities exiting skilled living facilities, young adults aging out of foster care, justice-involved individuals, family or drug court involved households, families fleeing domestic violence, and homeless youth and young adults. THA serves these populations through special voucher programs, via property-based subsidy programs, and at properties in which it has project-based vouchers. Specifically:

- There are 75 new Foster Youth to Independence (FYI) vouchers that will be implemented early 2022. These vouchers required close collaboration with DCYF, Pierce County, and local service providers.
- THA is currently implementing its 135 Emergency Housing Vouchers (EHVs) intended for people

currently and recently experiencing homelessness.

- THA continues to operate its education-focused programs. THA partners with Tacoma Public Schools to provide short-term housing assistance and supports to McKinney-Vento students and their families. THA operates its education program for college students experiencing housing insecurity and homelessness.
- Arlington Drive Youth Campus was fully completed in 2020 providing 58 units of subsidized housing for young adults ages 18 to 24 years old and a Crisis Residential Center/HOPE Facility (CRC) for homeless youth ages 12-17 years old. The CRC program model has a high success rate of discharging young adults to safe and permanent housing after a short-term stay whereas the Arlington Apartments houses young adults exiting homelessness or young adults who will age out of foster care into homelessness.
- Finally, in 2022 THA will continue discussions with local housing and service partners to determine the establishment of set-aside policies for people exiting the criminal justice system in 25 of THA's subsidized units.

## **Discussion**

The City of Tacoma works closely with the Tacoma Pierce County Continuum of Care and Tacoma Housing Authority to reduce homelessness by:

- Addressing the need for emergency shelter
- Help unhoused populations secure permanent housing and independent living
- Deploying specialized programs to help individuals and families avoid becoming homeless

## **AP-75 Barriers to affordable housing -91.420, 91.220(j)**

### **Introduction**

A combination of factors present barriers to providing new affordable housing and retaining existing units in Tacoma and Lakewood: lack of vacant land with infrastructure in place for development; high cost of labor and materials; and, lack of economic incentives for private market investment in redevelopment or new development. Even when affordable units exist, many residents must overcome significant barriers to access them: low household income relative to rising housing costs; lack of sufficient stable, living wage jobs in Tacoma and Lakewood; lack of alignment between unit size or features, such as accessibility features. Many of these challenges are compounded by language barriers, limited knowledge of housing resources and programs; and difficulty qualifying for or securing housing (like meeting security deposit requirements).

### **Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment**

The City of Tacoma developed its Affordable Housing Action Strategy, an urgent response to a changing housing market, increasing displacement pressure among residents, and a widespread need for high-quality, affordable housing opportunities for all. One of the four strategic objectives of the Affordable Housing Action Strategy focus on removing barriers for people who often encounter them. Some of the key actions to accomplish this strategic objective are as follows:

- Increase participation in existing first-time homebuyer programs and resources for new homebuyers.
- Target existing resources to improve the livability of existing owner-occupied homes.
- Encourage more diverse types of housing development through relaxed land use standards, technical assistance, and financial incentives (with a focus on technical assistance and relaxed land use standards).
- 
- Modify inclusionary housing provisions to target unmet need and align with market realities.
- Earmark a portion of new or expanded source of local funding to provide support services in new development.

Tacoma and Lakewood will continue its down payment assistance, coupled with homebuyer education, to support homeownership among low- and moderate-income households. Based on disparities identified through the city's Analysis of Impediments, a concerted effort will be made to reach Black, Native American, and Hispanic residents. Specific actions include promotion and expansion of homeownership program capacity and to more effectively address underserved needs of Black

community members and other community members of color.

The City will focus code compliance efforts to connect households with resources that can assist them. To address other disparities identified through the Analysis of Impediments related in particular to stable housing access for persons living with disabilities, the City will expand its partnerships with agencies providing home modifications at no cost to low and very low income homeowners to provide accessibility features that allow them to remain in their existing housing.

In 2023, the Tacoma City Council will continue its development of zoning, standards and other supportive actions to allow development of diverse housing types including duplex, triplex, townhouse, and multi-family development in neighborhoods across the City which are currently restricted to single-family houses. Removing this regulatory barrier to infill housing is intended to increase housing supply, affordability and choice through market-rate development, and will also increase opportunities for developers who use subsidies to create affordable units to seek project sites.

Tacoma offers a property tax abatement policy for multifamily housing developments that provide rent-restricted affordable units to income eligible residents. This policy is intended to increase the supply of affordable housing. In 2022 changes took effect to expand the geographic area within which housing developers can use the exemption to create rent-restricted units, and deepening the level of affordability required to 70% Area Median Income for the Tacoma Pierce County Metro area..

## **AP-85 Other Actions - 91.420, 91.220(k)**

### **Introduction**

This section describes the Consortium's planned actions to carry out the following strategies to: 1) address obstacles to meeting underserved needs, 2) foster and maintain affordable housing, 3) reduce lead-based paint hazards, 4) reduce the number of poverty-level families, 5) develop institutional structures, and, enhance coordination.

### **Actions planned to address obstacles to meeting underserved needs**

The most significant obstacle to meeting underserved needs is the limited funding available to address all of the needs in the community. The City of Tacoma and the Tacoma Community Redevelopment Authority will continue to use its resources to leverage additional funding. Combined funding and collaboration will be targeted to increase the opportunity for affordable housing development, and to continue support for down payment assistance as a strategy to increase homeownership, coupled with homebuyer education in readiness for ownership.

Many of Tacoma's efforts will be guided and informed by the City's Equity Index, which assists city staff, community members, partners and other decision makers, helping ensure that they are making data-informed decisions that improve access to opportunity for all Tacoma residents. The index uses data

points to determine where people are not able to access services or where services do not meet the community needs.

### **Actions planned to foster and maintain affordable housing**

Tacoma and Lakewood will continue to review policies in their Comprehensive Plan to encourage affordable housing, including such strategies as infill housing and accessory dwellings. They will likewise encourage higher densities, particularly in mixed-use and urban centers. In public “visioning meetings” held to check in with and pass on information to attendees, higher densities were seen as positive (consistent with neighborhood character and design). Increasingly mixed-use centers are seen as offering more amenities, transportation options, choices in housing and other opportunities enriching the neighborhoods and the city.

Tacoma will continue to provide support for nonprofit agencies through funding and collaboration to increase the opportunity for affordable housing development and will continue to support down payment assistance as a strategy to increase homeownership, coupled with homebuyer education in readiness for ownership.

The City of Tacoma has a public land disposition policy that prioritizes affordable housing on publicly owned property. This policy may result in publicly owned property becoming available over this funding cycle. Surplus property listings are provided on the City of Tacoma website by the Joint Municipal Action Committee, a partnership between City of Tacoma, Metro Parks, Tacoma Public Schools, and Pierce County. The TCRA may work in conjunction with the City of Tacoma to make land available for the development of affordable housing units.

Tacoma will create criteria to assess public infrastructure related to affordable housing development, including target areas for affordable housing policies and programs or planned affordable housing developments.

Tacoma and Lakewood will continue to focus on revitalizing neighborhoods through code enforcement, emergency relocation assistance, crime-free housing, infrastructure and blight removal to stabilize people and neighborhoods. Both cities will work toward increasing access to opportunities by encouraging projects that revitalize and improve the quality of neighborhoods along with projects and policies that increase the capacity of residents. Both cities will continue their fair housing and landlord-tenants’ rights education and outreach activities.

These and other strategic measures will be carried out incrementally through Tacoma’s Affordable Housing Action Strategy (AHAS).

### **Actions planned to reduce lead-based paint hazards**

Consistent with Title X of the Housing and Community Development Act of 1992, the Cities of Tacoma

and Lakewood provides information on lead-safe practices to owners of all properties receiving up to \$5,000 of federally funded assistance. If work on painted surfaces is involved in properties constructed prior to 1978, the presence of lead is assumed, and safe work practices are followed.

In addition to the above, homes with repairs in excess of \$5,000 in federally funded rehabilitation assistance are assessed for risk (completed by a certified Lead Based Paint firm) or are presumed to have lead. If surfaces to be disturbed are determined to contain lead, interim controls are exercised, occupants notified, and clearance test performed by an EPA-certified firm. Properties constructed prior to 1978 and acquired with federal funds are inspected for hazards and acquired rental properties are inspected periodically.

Much of the housing stock in Tacoma and Lakewood was constructed prior to 1978. While not exclusively the case, older units with irregular maintenance may pose a risk to residents. Housing repair projects favor lower-income households by virtue of their eligibility, and at-risk housing units by virtue of their affordability (condition and age). The Cities of Tacoma and Lakewood provides information on lead-safe practices to households involved in the repair programs and have brochures in the offices of the Cities of Tacoma and Lakewood for the general public on the dangers of lead and the importance of safe practices.

### **Actions planned to reduce the number of poverty-level families**

The Cities will continue to support programs and projects that assist low-income persons, including projects that offer solutions to help them out of poverty. The goals emphasize stable and affordable housing and services as a means to address poverty and high-quality infrastructure as a way to revitalize communities.

For instance, the goal of increasing diverse rental and homeownership opportunities includes projects that will provide new housing to lower income households, some with ongoing subsidy and support. Decreasing the share that a household spends on their home is one significant way of increasing their ability to pay for other necessities, such as transportation, healthcare, and food, or save for the future. Down payment assistance programs, along with housing counseling, will allow households to become homeowners and build their wealth. Housing repair programs allow persons to live in safer housing and improve the neighborhood.

The goal of preventing and reducing homelessness focuses on households living in poverty. Household-focused and individual-focused case management, coupled with rapid rehousing can eliminate periods of debilitating homelessness and rebuild attachment to the community, productive employment and education, all of which are challenged during periods of homelessness.

The goal of supporting high-quality public infrastructure and increasing the availability of accessible, culturally competent services also has the capacity to help households and neighborhoods out of poverty. Investing in infrastructure and aligning services with community needs can help revitalize neighborhoods and make them more attractive to other investment and businesses providing jobs.

Projects fund façade improvements and small business development directly, some through revolving loan funds, all of which result in jobs for lower-income persons, some of whom enter the programs from poverty.

Further, CDBG, HOME and ESG funds leverage additional monies to address the same issues. Projects are also the result of long collaborations between agencies and partners, including Pierce County, Tacoma-Pierce County Habitat for Humanity, the Homeownership Center of Tacoma, the Tacoma Housing Authority and the Pierce County Housing Authority.

Funding from other sources – local, state, federal, foundations, private donors – are coordinated for the best benefit given continually declining federal resources. Major barriers to achieving reductions in the number of households in poverty are limited resources (including funding) and broad changes in local economies beyond control of the cities.

## Actions planned to develop institutional structure

The table below shows the key responsible entities that make up the institutional delivery system for the federal funds in Tacoma and Lakewood. A discussion of the strengths and gaps of this system is detailed below.

Responsible Entity	Responsible Entity Type	Role	Geographic Area Served
City of Tacoma Community and Economic Development Department	Government	Funding administrator (CBDG, HOME, ESG)	City of Tacoma
City of Lakewood Community Development Department	Government	Funding administrator (CDBG)	City of Tacoma
Tacoma Community Redevelopment Authority	Redevelopment Authority	Funding administrator (CBDG, HOME)	City of Tacoma and Lakewood

## Actions planned to enhance coordination between public and private housing and social service agencies

Strong coordination and process improvements two strategies being used and will continue to be used in 2023 to overcome the gaps in the institutional delivery system.

Lakewood and Tacoma will continue to participate in the Lakewood/Tacoma/Pierce County Continuum of Care, among other collaborations, to identify strategies to strengthen the service delivery system. Tacoma is implementing strategies to align the contracted providers' systems to streamline services and enhance them.

Both are on the subcommittees for SHB2163 and SHB2060 that establish policies and funding priorities for use of document recording fees set by that legislation. Human services are funded in both jurisdictions with General Funds, guided by strategic plans. Importantly, the Tacoma City Council approved a sales tax increase (0.1%) for use in addressing needs of persons with mental health and chemical dependency issues.

In 2021, an additional funding source HB1590 was approved in Tacoma for the development and operations of permanent supportive housing.

Decisions on use of funds and priorities are coordinated across departments in both cities and across agencies in Pierce County. The Lakewood/Tacoma/Pierce County Continuum of Care brings needs, gaps,

and opportunities to the front of the discussion.

## **Discussion**

The City of Tacoma continues to devote resources towards developing long-term solutions to the need for more affordable housing options, ensuring that homeownership and home repair are available to low-income households, and reducing the number of poverty-level families through economic development activities. These long-term solutions, however, are insufficient to meet the existing demand for affordable housing options and cost-burdened households.

## **Program Specific Requirements**

### **AP-90 Program Specific Requirements - 91.420, 91.220(I)(1,2,4)**

#### **Introduction**

The City of Tacoma participates in the Community Development Block Grant (CDBG), HOME Partnership (HOME) and Emergency Solution Grant (ESG) programs. The following section covers information and requirements that are program or grant specific.

#### **Community Development Block Grant Program (CDBG)**

##### **Reference 24 CFR 91.220(I)(1)**

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out:

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed: \$300,000
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan: - 0
3. The amount of surplus funds from urban renewal settlements: - 0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan: - 0
5. The amount of income from float-funded activities: - 0
6. Total Program Income: \$300,000

#### **Other CDBG Requirements**

1. The amount of urgent need activities 0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low- and moderate-income: 98%-100%

**HOME Investment Partnership Program (HOME)**  
**Reference 24 CFR 91.220(l)(2)**

1. A description of other forms of investment being used beyond those identified in Section 92.205 is as follows:

The City of Tacoma uses only specified forms of assistance (i.e. 24CFR 92.205b) such as equity investments, interest-bearing loans, deferred payment loans, and grants.

2. A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 92.254, is as follows:

The Tacoma Consortium utilizes Recapture for its homebuyer programs. Recapture includes any HOME investment, including interest, if any, that reduced the initial purchase price from the fair market value to an affordable price (“Direct Subsidy”), but excludes the amount between the initial cost of producing the unit and the fair market value of the property. Recaptured HOME funds are due upon sale, transfer, or if the HOME-assisted property is no longer the primary residence of the homebuyer. The Consortium allows for each subrecipient to determine the method of recapture on a program by program basis, provided it meets one of the two methods outlined below:

- a. Recapture the Entire Amount. The Consortium will recapture the entire outstanding balance of principal and interest, including any late fees, of its total HOME Investment. The amount recaptured will not exceed the total net proceeds available.
- b. Reduction during Affordability Period. The Consortium may reduce the HOME investment amount to be recaptured on a prorated basis for the time the homeowner has owned and occupied the housing measured against the required affordability period. The Consortium requires a 30-year affordability period when forgiving debt to homebuyers. The HOME investment is decreased in equal amounts over a 25-year amortization schedule beginning in year 6. The amount recaptured will not exceed the total net proceeds available.

3. A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds? See 24 CFR 92.254(a)(4) are as follows:

Each homebuyer is underwritten to ensure that they meet not only income-eligibility requirements, but that the burden of overall mortgage proposed is affordable to that household. Since 2002, the Consortium has had a policy for front and back-end ratios, examining the overall housing debt and the debt of each family, the appropriateness of the assistance, and financial resources to sustain homeownership. Each HOME assisted property will require a promissory note, deed of trust restrictions, and a written HOME agreement during the federal period of affordability with specific terms and conditions established by each Consortium member.

To ensure affordability, the Consortium adheres to affordability requirements as set forth in 24

CFR 92.254(a)(4): When the total HOME investment is less than \$15,000, a federal affordability period of not less than 5- years will be required. When the total HOME investment is \$15,000 to \$40,000, a federal affordability period of not less than 10-years will be required; for investments of over \$40,000, the required federal affordability period will be a minimum of 15-years. This federal affordability period is not contingent on loan terms or an amortization period. When the Consortium forgives homebuyer investment, an affordability period of 30- years shall be required.

Funds that are recaptured from the sale of property by the homebuyer, or if the property is no longer used as their primary residence during the federal affordability period, will be returned to the City of Tacoma, as lead agency of the Consortium. The federal affordability restrictions may terminate upon foreclosure, transfer in lieu of foreclosure, or assignment of an FHA-insured mortgage to HUD.

4. Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows:

At this time the City's priority is on new housing units, not refinancing debt on existing multifamily housing.

### **Emergency Solutions Grant (ESG)**

1. Include written standards for providing ESG assistance (may include as attachment)
2. If the Continuum of Care has established centralized or coordinated assessment system that meets HUD requirements, describe that centralized or coordinated assessment system.

Pierce County's centralized intake and assessment system (operated through Coordinated Entry) has been online since January 31, 2011. Features of the Coordinated Entry System (CES) include:

- Instead of being a standalone "program" or single fixed "front door," CES is a system function that provides activities and services at places where homeless people live or where they seek entry to the system;
- The CES attempts to divert all homeless households from entering the homeless system, particularly those with lower housing barriers;
- The CES prioritizes households with the highest acuity of need (based on vulnerability and housing barriers) for assistance and refer them to available housing interventions. Providers of transitional housing, rapid re-housing and permanent supportive housing contractually obligated to lower their barriers to entry and accept higher need households;
- To remove barriers to access, CES entry points include shelters (adult and family) and mobile outreach teams that seek out unsheltered people;
- The CES conducts a brief assessment to determine prioritization for access to housing resources (based on the household's vulnerability and housing barriers) and their eligibility to enter existing programs;
- The CES maintains priority lists of people assessed. Those not placed on a priority list will have

- been offered diversion assistance; and
- All data and activities related to CES intake, assessment, and referral are entered into the Homeless Management Information System (HMIS).

3. Identify the process for making sub-awards and describe how the ESG allocation available to private nonprofit organizations (including community and faith-based organizations).

The City of Tacoma’s Neighborhood & Community Services Department presents ESG allocation recommendations for programs meeting ESG priorities to the Human Services Commission (HSC) for their feedback. In accordance with the City’s Citizen Participation Plan and process for making funding decisions, these recommendations are then presented to the City Council’s Community Vitality & Safety subcommittee before being presented and approved by the full Council. They are also published for public comment. Programs that are awarded funding then enter into contracts with the City. ESG funds can be used for the following program components: Street Outreach, Emergency Shelter, Homelessness Prevention, and Rapid Re-Housing. There is a cap on Street Outreach and Emergency Shelter as no more than 60% of the total annual HUD allocation may be used for these two categories.

ESG allocation recommendations are also presented to the County’s Continuum of Care for feedback. This is due to regulations issued by HUD that require the City to make ESG funding decisions in consultation with the Pierce County Continuum of Care—the local planning body for homeless services.

4. If the jurisdiction is unable to meet the homeless participation requirement in 24 CFR 576.405(a), the jurisdiction must specify its plan for reaching out to and consulting with homeless or formerly homeless individuals in considering policies and funding decisions regarding facilities and services funded under ESG.

The City met the homeless participation requirement by presenting recommendations to the Pierce County Continuum of Care, which includes individuals who have previously experienced homelessness.

5. Describe performance standards for evaluating ESG.

The City will continue to consult with the CoC regarding performance measures of the HEARTH ACT. This will include identifying performance objectives and targets. The following will be tracked through HMIS:

- Length of time persons are homeless
- Exits to permanent housing
- Income
- Performance standards for ESG will include the following:
- Shortening the time people spend homeless (Target: Rapid re-housing clients will find permanent housing within 30 days of the start of services)
- Increasing the percentage of persons who exit to permanent housing or remain in permanent housing at the end of the program year (Target: 85% for rapid re-housing clients)

- Increasing the percentage of persons over 18 who increased their total income at program exit or at the end of the program year (Target: 20% for all ESG clients)