



CITY OF TACOMA  
COMMUNITY AND  
ECONOMIC DEVELOPMENT  
Draft 2021-2022 Tacoma-Lakewood  
HOME Consortium  
Annual Action Plan  
May 2021

## INTRODUCTION

The Draft 2021-2022 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 2021-2022 Annual Action Plan (AAP) is the spending plan for the second 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 program allocations are established through the implementation of the City of Tacoma's Citizen 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 ESG Review Panel in forming recommendations to the City Council on projects to be funded each program year.

### 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 2021-2022 yearly planning cycle, Tacoma and Lakewood seek to achieve the following goals:

- Stabilize existing residents (including housing, economic, and emergency stabilization)
- Increase diverse rental and homeownership opportunities
- Prevent and reduce homelessness
- Support high-quality public infrastructure improvements
- Increase availability of cultural services

Tacoma and Lakewood estimate they will be able to serve nearly 24,000 low- and moderate-income persons, 408 households, create 29 jobs and 4 businesses during this planning cycle.

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

Progress towards those annual goals and objectives is then evaluated in the Consolidated Annual Performance Evaluation Report in the months following the close of each program year. While numeric outcomes for the 2020-2021 program year were not available during the drafting of this Annual Action Plan, 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;
- Projects that brought American Disability Act-compliant sidewalk improvements to low- and moderate-income neighborhoods;
- Support to community-based organizations providing housing stabilization, legal services, and food assistance to persons experiencing homelessness;
- Funding to support operations of the Homeless Management Information System;
- Rapid re-housing and emergency assistance; and,
- Down payment assistance to eligible, low-income homebuyers.

Significant progress was also made on major development projects that will increase housing stability for the city's most vulnerable populations. Among these are YWCA Pierce County's Home at Last, which will add 54 units of permanently affordable housing to the city's stock, and the recently completed Arlington Drive Youth Campus that includes a 12-bed crisis residential center for homeless youth and 58 rental apartments.

### **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 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 2021-2022 Annual Action Plan (AAP) 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 30, 2021 and ends on April 29, 2021. Written comment is accepted during this time. In addition, a public hearing is held during a regularly scheduled City Council meeting on April 20, 2021 during which verbal comment is accepted. The City provides public notice on March 29, 2021 in the Legal section of the Tacoma publication The News Tribune for print and online viewing. A copy of the public notice is shared with partner agencies,

including agencies serving non-English speaking communities. 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**

This section will be completed at the close of the public comment period.

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

This section will be completed at the close of the public comment period.

## 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, projects funded with CDBG are administered by the City of Lakewood Community Development Department, 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's ESG Panel 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, ESG Review Panel, 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.

**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 requests recommendations to the Continuum of Care to Determine how to allocate ESG funds in the community to 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

*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 proposals 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 Oversight Committee reviews proposals for human service programs supported with CDBG public services.
<b>Agency/Group/Organization</b>	ESG Review Panel
<b>Agency/Group/Organization Type</b>	Tacoma Lakewood Pierce County Continuum of Care, Human Services Commission, Community Vitality & Safety Committee
<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 ESG Review Panel includes representatives from the Tacoma Human Services Commission, the Tacoma Lakewood Pierce County Continuum of Care, and a formerly homeless individual. The panel reviews proposals for human service programs supported with 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 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	City of Tacoma	Outlines land-use planning strategies for meeting citywide housing goals
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
Pierce County Five-Year Plan to Address Homelessness	Tacoma/Lakewood/Pierce County Continuum of Care	Identifies the five-year 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.
Vision 2050	Puget Sound Regional Council	A multi-decade strategy that plans for housing and jobs to accommodate regional growth under the Washington State Growth Management Act

**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.

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**Citizen Participation Outreach**

<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>
	Public Meeting	Human Services Commission	Funding recommendations by commissioners	No comments received.		
	Public Meeting	Tacoma Community Redevelopment Authority	Funding recommendations by Board members	No comments received.		
	Public Meeting	City Council Subcommittee Presentation				
	Public Meeting	City Council Study Session Presentation				
	Website	General				
	Newspaper Legal Ad	General				
	Email Distribution	Partner Agencies				
	Public Hearing	General				
	Public Comment	General				

**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 2021-2022 Annual Action Plan by City Council and HUD is required before the city is able to receive annual CDBG, HOME, and ESG grants.

For the 2021-2022 Program year the City of Tacoma anticipates receiving the following grant allocations: CDBG- \$2,460,177, HOME- \$1,410,150, ESG-\$215,615. In addition to new grant allocations the City will allocate 2,540,263 of prior year CDBG resources, and program income from both the HOME and CDBG programs.

**Anticipated Resources (table begins on following page)**

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 (Tacoma)	Federal	Acquisition; Admin & planning; Economic development; Housing; Public improvements; Public services	\$2,460,177	\$300,000	\$2,540,263	\$5,300,440	\$7,380,531	Prior year resources: \$390,263 unallocated funds from 2020 and 2,150,000 from pre-2019 funds
CDBG (Lakewood)	Federal	Acquisition; Admin & planning; Economic development; Housing; Public improvements; Public services	\$573,352	\$85,000	\$199,134	\$857,486	\$1,650,000	Prior year resources: <ul style="list-style-type: none"> <li>- 2017 EADR (Act. 206) \$28,708.76</li> <li>- 2019 COL Street Lighting (Act. 215) \$164,257.17</li> <li>- 2019 Administration (Act. 219) \$3,392.96</li> <li>- 2019 Section 108 Repayment- Interest (Act. 221) \$2,775.19</li> </ul>
HOME (Tacoma)	Federal	Acquisition; Homebuyer assistance; Homeowner rehab; Multifamily rental new construction; Multifamily rental rehab; New construction for ownerships	\$1,410,150	\$325,434	0	\$1,735,584	\$4,230,450	*Consortium including the cities of Tacoma and Lakewood

ESG (Tacoma)	Federal	Conversion and rehab for transitional housing; Financial assistance; Overnight shelter; Rapid rehousing (rental assistance); Rental assistance; Services; Transitional housing	\$215,615	0	0	\$215,615	\$646,845	
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**Table 2 - 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 which is anticipated to have approximately \$2.3 million and will be available in 2021.

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 the Washington State, Pierce County, foundations and corporate grants, commercial lending, private donations and City of Tacoma General Fund

dollars.

**If appropriate, describe publically 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.

**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 City of Tacoma will aim to implement its federal funds in 2021-22 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’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.
- Support high-quality public infrastructure improvements – Through funds for high quality infrastructure improvements that improve accessibility in conjunction with other housing and economic development investments.

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Stabilize existing residents	2021	2022	Rehabilitation Homelessness Non-Housing Community Development	Citywide	Need for safe, accessible homes and facilities	CDBG	Homeowner Housing Rehabilitated: 120 Homes Public Service Activities: 9,846 Persons
2	Increase diverse rental and homeownership opportunities	2021	2022	Production rehabilitation	Citywide	Limited supply of rental and homeownership opportunities Safe, accessible homes and facilities	HOME, CDGB	Rental Units Constructed: 60 Units Direct Financial Assistance to Homebuyers: 75 Households Homeowner Housing Added: 2 Units
3	Prevent and reduce homelessness	2021	2022	Homelessness	Citywide	Housing instability	CDBG, HOME, ESG	Tenant-Based Rental Assistance/Rapid Rehousing: 152 Households Public Service Activities: 186 Persons Homeless Shelter: 1,444 Persons Homeless Prevention: 275 Persons
4	Increase availability of accessible, culturally competent services	2021	2022	Homelessness Non-housing community development	Citywide	Accessible, culturally competent services	CDBG	Businesses Assisted: 4 Businesses Jobs Created: 29 Jobs
5	Support high quality public infrastructure improvements	2021	2022	Non-housing community development	Citywide	Safe, accessible homes and facilities	CDBG	Public Facilities: 12,200 Persons

**Table 3 – 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
1	CDBG Admin
2	Rebuilding Together South Sound (RTSS) – Tacoma Home Repair
3	Rebuilding Together South Sound (RTSS) – Rebuilding Day and Safe at Home Projects
4	Tacoma/Pierce County Habitat for Humanity – Critical Home Repairs for Seniors, Veterans, and Persons with Disabilities
5	Tacoma Pierce County Chamber of Commerce – Spaceworks Tacoma Creative Enterprise
6	Mercy Corps – Creating Inclusive Growth
7	Links to Opportunity
8	Aspire
9	ESG Administration
10	Associated Ministries – Family Permanent Housing
11	Catholic Community Services – Family Housing Network
12	Catholic Community Services – Homeless Adult Services
13	Exodus Housing – Rapid Re-Housing DV
14	Korean Women’s Association – Economic Stabilization
15	Korean Women’s Association – WAF DV Shelter
16	Living Access Support Alliance – Prevention Services
17	New Phoebe House Association – Phoebe Family Reunification, Recovery, & Resiliency
18	Sound Outreach – Credit Up Financial Empowerment
19	St. Leo’s Food Connection – Food Bank
20	The Rescue Mission – Family Shelter

21	The Rescue Mission – Emergency Services
22	Vadis - FLASH
23	YWCA – DV Shelter
24	YWCA – Legal Services
25	CDBG Public Services
26	ESG Projects
27	HMIS Operations
28	HOME Admin
29	Tacoma Affordable Housing Fund
30	Lakewood Affordable Housing Fund
31	City of Tacoma –Single Family Rehabilitation Program

**Table 4 – Project Information**

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

The allocation priorities are based on a combination of factors identified through a planning and public participation process: direction from elected leaders; input from community members; ability to serve priority needs among Tacoma residents; and ability to leverage additional local and state funding. Tacoma City Council adopts two-year funding priorities to guide the investment of federal entitlement funds. The funding priorities for fiscal years 2020-21 and 2021-2022 include:

1. **Housing** (CDBG and HOME) – The priorities for housing activities are:
  - A. Development of new affordable housing
  - B. Programs that benefit low-income homeowners with repairs and major rehabilitation
  - C. Programs that benefit low-income homeowners with second mortgages, and/or loans for closing costs
  - D. Programs that assist first-time homebuyers to purchase a home including down payment assistance
  - E. Maintaining and expanding affordable rental housing for low-income households
  - F. Provide supportive housing for homeless and/or special needs individuals and families that may include emergency and transitional shelters, and special needs housing with support services.

2. **Community Development** (CDBG) – Activities that support neighborhood improvements for low-income residents such as;
  - A. Street-related improvements such as sidewalk repair or replacement in lower income neighborhoods
  - B. Public infrastructure improvements
  - C. Off-site infrastructure improvements directly related to affordable housing
  - D. Improvements to public facilities
  
3. **Economic Development** (CDBG only) – Activities that help increase jobs and business opportunities for low-income residents such as:
  - A. Business services that support 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 through historic preservation, conservation actions and neighborhood economic development;
  - D. Code enforcement to proactively prevent health and safety concerns from leading to derelict buildings.
  
4. **Human Services** (CDBG and ESG)
  - A. CDBG funds targeted toward low- and moderate-income persons, with an emphasis on stabilization services that would support individuals and families to move toward housing and economic stability;
  - B. Youth stabilization services to provide services to unaccompanied youth who are at risk for or currently experiencing homelessness;
  - C. ESG funds targeted at emergency shelter and rapid re-housing

The primary obstacle to addressing underserved needs is declining resources relative to growing needs in Tacoma. While the city has approved funding for more local resources, needs among low-income households have increased over time. The resources available to support the creation and preservation of affordable housing units continue to be insufficient to meet existing demands for affordable homeownership and rental units.

The Affordable Housing Action Strategy estimates a 3,000-unit gap for low-income households. It (along with this Consolidated Plan) highlights the connection between the lack of affordable homes and homelessness, which affects nearly 1,900 persons on any given night in Tacoma/Pierce County (2020 Point-In-Time Count) and has increased by 26% since 2019.

While there has been increased development interest in the city over the last several years, the city's existing resources can only leverage a few new affordable housing developments each year; other resources, such as the Low-Income Housing Tax Credit and the state housing trust fund, are in high demand across the state. During engagement completed for the Affordable Housing Action Strategy, stakeholders shared that many projects intended for extremely and very low-income households often do not receive tax credits, (and without them, make them largely impossible to build) or require a larger local investment to make them more competitive for state resources.

Additionally, existing resources are not going as far: Fair Market Rents and HOME rents have increased more slowly than overall increases in median home values and contract rents and are lower, on average across bedroom sizes, than the average rent in Tacoma. As a result, tenant-based rental assistance or project-based rental assistance may not be as effective as it has been in the past.

Affordable homeownership can provide stability and wealth-building capacity for low-income households. The City of Tacoma uses a significant portion of its HOME and CDBG allocations both to assist homeowners with home repair and rehabilitation and to assist first-time homebuyers in purchasing homes. Obstacles to meeting the need for this stability include barriers that have impeded Tacoma residents of color from accessing resources required for homeownership. Tacoma residents of color face a significant disproportionately higher rate of homeownership due to historic and systematic obstacles caused by racism.

Tacoma will continue to coordinate with local and regional partners, its regional HUD field office, community members, and across its departments to address any obstacles that arise and maximize its limited federal dollars. It will also continue to implement actions from the city's Affordable Housing Action Strategy to cultivate support for and establish new revenue sources and partnerships and use its land use tools to support more affordable, diverse housing options.

## AP-38 Project Summary

### Project Summary Information

<b>Project Name</b>	<b>CDBG Admin</b>
<b>Target area</b>	N/A
<b>Goals supported</b>	<ul style="list-style-type: none"> <li>• Stabilize existing residents (including housing, economic, and emergency stabilization)</li> <li>• Increase diverse rental and homeownership opportunities</li> <li>• Prevent and reduce homelessness</li> <li>• Support high-quality public infrastructure improvements</li> <li>• Increase availability of cultural services</li> </ul>
<b>Needs addressed</b>	<ul style="list-style-type: none"> <li>• Accessible, culturally competent services</li> <li>• Need for safe, accessible homes and facilities</li> <li>• Housing instability among residents</li> </ul>
<b>Funding</b>	CDBG: \$492,035
<b>Description</b>	Administration to implement and manage Consolidated Plan funds
<b>Location description</b>	Citywide
<b>Planned Activity</b>	Administration, management, coordination, monitoring, evaluation, environmental review, and labor standards enforcement by the City of Tacoma
<b>Target Date</b>	July 1, 2021 – June 30, 2022
<b>Goal Indicator</b>	N/A
<b>Project Name</b>	<b>Rebuilding Together South Sound (RTSS) – Tacoma Home Repair</b>
<b>Target area</b>	N/A
<b>Goals supported</b>	Stabilize existing residents
<b>Needs addressed</b>	Need for safe, accessible homes and facilities
<b>Funding</b>	CDBG \$660,000
<b>Description</b>	Home repairs and modifications 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: Health and safety related home repairs and rehabs such as roof leaks, plumbing, electrical, security (door/window/lighting) gutter repairs, carpentry, caulking, weather stripping, temporary fencing, mechanical servicing, CO/smoke alarms and waterproofing.

<b>Location description</b>	Citywide
<b>Planned Activity</b>	75% salaries of essential staff required for the operation of the program-- Construction Manager, Program Manager, Construction Lead, and Technician, and 50% of an Administrator. Also will pay for materials (including lead safe practices), licensing, permits, prevailing wages, intents and affidavits and overhead for making repairs etc.
<b>Target Date</b>	July 1, 2021 – June 30, 2022
<b>Goal Indicator</b>	Homeowner Housing Rehabilitated – 70 Household Housing Units
<b>Project Name</b>	Rebuilding Together South Sound (RTSS) – Rebuilding Day and Safe at Home Projects
<b>Target area</b>	N/A
<b>Goals supported</b>	Stabilize existing residents
<b>Needs addressed</b>	Need for safe, accessible homes and facilities
<b>Funding</b>	CDBG \$81,500
<b>Description</b>	Home repairs and modifications of a similar nature to RTSS's Tacoma Home Repair program (described above), however these services are carried out by volunteers, with administration, coordination and additional fundraising performed by RTSS staff. There are two projects: 1) Rebuilding Day occurs around the 3rd weekend of April each year and work is done by volunteers, both those who are licensed contractors and those who are not. 2) Safe at Home services are provided year-round by licensed contractors who are volunteers and who complete repairs and modifications as their time allows.
<b>Location description</b>	Citywide
<b>Planned Activity</b>	30% of salaries for 4FTE and bookkeeper charges to reflect that 30% of the program's work will be done in Tacoma. CDBG will be used for salaries and bookkeeper charges only.
<b>Target Date</b>	July 1, 2021 – June 30, 2022
<b>Goal Indicator</b>	Homeowner Housing Rehabilitated – 20 Household Housing Units
<b>Project Name</b>	Tacoma/Pierce County Habitat for Humanity – Critical Home Repairs for Seniors, Veterans, and Persons with Disabilities
<b>Target area</b>	N/A
<b>Goals supported</b>	Stabilize existing residents
<b>Needs addressed</b>	Need for safe, accessible homes and facilities
<b>Funding</b>	CDBG \$157,615

<b>Description</b>	Critical home repairs like roof replacements, and modifications such as grab bars, safety railings, ramps, and other accessibility features for low-income homeowners who are one or more of the following: a senior, a veteran, or a person living with a disability.
<b>Location description</b>	Citywide
<b>Planned Activity</b>	100% of salaries and benefits for 2 FTE essential staff required for the operation of the program--Construction Site Manager and Program Coordinator. Also will pay for travel, supplies, telecommunications, fees, accounting, audit, depreciation, amortization, warranty work.
<b>Target Date</b>	July 1, 2021 – June 30, 2022
<b>Goal Indicator</b>	Homeowner Housing Rehabilitated – 12 Household Housing Units
<b>Project Name</b>	Tacoma Pierce County Chamber of Commerce – Spaceworks Tacoma Creative Enterprise
<b>Target area</b>	N/A
<b>Goals supported</b>	Increase availability of cultural services
<b>Needs addressed</b>	Accessible, culturally competent services
<b>Funding</b>	CDBG \$150,000
<b>Description</b>	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: marketing, lease negotiations, and financial management. Assistance with space acquisition. Ongoing support for alumni clients. Microloan partnership with KIVA, a microlending organization that offers crowdfunded microloans. Spaceworks will work with a cohort of Black business owners with resources and training to transition in to new commercial spaces on the Hilltop.
<b>Location description</b>	Citywide
<b>Planned Activity</b>	Partial salaries for the following positions: Director (50%), Training Coordinator (75%), Artscapes Coordinator (25%), Business and Community Development Coordinator (25%), Capital Access Manager (15%). Funding will also cover supplies, legal fees, insurance, contracted services and marketing expenses for the program.
<b>Target Date</b>	July 1, 2021 – June 30, 2022
<b>Goal Indicator</b>	4 Jobs Created/Retained

	4 Businesses Assisted
<b>Project Name</b>	Mercy Corps – Creating Inclusive Growth
<b>Target area</b>	N/A
<b>Goals supported</b>	Increase availability of cultural services
<b>Needs addressed</b>	Accessible, culturally competent services
<b>Funding</b>	CDBG \$150,000
<b>Description</b>	Provision of 15, \$4000 Matched-Savings Grants awarded via Individual Development Accounts to underserved, low-income clients to start or expand a micro business. Master Your Credit Workshops provided in English, Spanish and Vietnamese. Scholarships for business education. Technical assistance will be provided to develop a business plan, obtain licensing and enroll in small business education offerings.
<b>Location description</b>	Citywide
<b>Planned Activity</b>	Salary for Project Manager and AmericCorps Vista member. Contract compensation for language interpreter services. Funding will also provide 15 Matched-Savings Grants, travel, supplies, space/utilities.
<b>Target Date</b>	July 1, 2021 – June 30, 2022
<b>Goal Indicator</b>	25 Jobs Created
<b>Project Name</b>	Links to Opportunity
<b>Target area</b>	N/A
<b>Goals supported</b>	Public Facilities and Infrastructure
<b>Needs addressed</b>	Need for safe, accessible homes and facilities
<b>Funding</b>	CDBG \$2,000,000
<b>Description</b>	Street improvements to compliment the construction of Sound Transit's light rail extension
<b>Location description</b>	Citywide
<b>Planned Activity</b>	
<b>Target Date</b>	July 1, 2021 – June 30, 2022
<b>Goal Indicator</b>	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit – 12,000 Persons Assisted

<b>Project Name</b>	Aspire
<b>Target area</b>	N/A
<b>Goals supported</b>	Public Facilities and Infrastructure
<b>Needs addressed</b>	Need for safe, accessible homes and facilities
<b>Funding</b>	CDBG \$150,000
<b>Description</b>	Offsite improvements for Affordable housing development
<b>Location description</b>	Citywide
<b>Planned Activity</b>	Sidewalk repair and replacement
<b>Target Date</b>	July 1, 2021 – June 30, 2022
<b>Goal Indicator</b>	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit – 200 Persons Assisted
<b>Project Name</b>	ESG Administration
<b>Target area</b>	N/A
<b>Goals supported</b>	Prevent and reduce homelessness
<b>Needs addressed</b>	Housing instability among residents
<b>Funding</b>	ESG \$16,171
<b>Description</b>	Administration to implement and manage Consolidated Plan funds
<b>Location description</b>	Citywide
<b>Planned Activity</b>	Administration, management, coordination, monitoring, and evaluation by the City of Tacoma
<b>Target Date</b>	July 1, 2021 – June 30, 2022
<b>Goal Indicator</b>	N/A
<b>Project Name</b>	Associated Ministries – Family Permanent Housing
<b>Target area</b>	N/A
<b>Goals supported</b>	Prevent and reduce homelessness
<b>Needs addressed</b>	Limited supply of diverse rental opportunities

<b>Funding</b>	ESG \$16,000
<b>Description</b>	Housing First, Rapid Re-Housing intervention that tailors services to individuals and families with the highest needs to help them quickly exit homelessness and return to permanent housing.
<b>Location description</b>	Citywide
<b>Planned Activity</b>	Personnel costs and rental/relocation assistance for rapid re-housing services
<b>Target Date</b>	July 1, 2021 – December 31, 2021
<b>Goal Indicator</b>	Tenant-based Rental Assistance/Rapid Rehousing - 40 Households Assisted
<b>Project Name</b>	Catholic Community Services - Family Housing Network
<b>Target area</b>	N/A
<b>Goals supported</b>	Prevent and reduce homelessness
<b>Needs addressed</b>	Housing instability among residents
<b>Funding</b>	ESG \$10,000
<b>Description</b>	Provides day shelter, case management, and housing navigation to families experiencing homelessness.
<b>Location description</b>	Citywide
<b>Planned Activity</b>	Shelter operations
<b>Target Date</b>	July 1, 2021 – December 31, 2021
<b>Goal Indicator</b>	Public service activities other than Low/Moderate Income Housing Benefit – 150 Persons Assisted
<b>Project Name</b>	Catholic Community Services – Homeless Adult Services
<b>Target area</b>	N/A
<b>Goals supported</b>	Prevent and reduce homelessness
<b>Needs addressed</b>	Housing instability among residents
<b>Funding</b>	CDBG \$19,500/ESG \$10,000
<b>Description</b>	Provides day and overnight shelter, case management, housing services, access to mainstream benefits and health services, and basic needs such as food and clothing for men and women experiencing homelessness.

<b>Location description</b>	Citywide
<b>Planned Activity</b>	Shelter operations
<b>Target Date</b>	July 1, 2021 – December 31, 2021
<b>Goal Indicator</b>	Homeless Person Overnight Shelter – 225 Persons Assisted
<b>Project Name</b>	Exodus Housing – Rapid Re-Housing DV
<b>Target area</b>	N/A
<b>Goals supported</b>	Prevent and reduce homelessness
<b>Needs addressed</b>	Housing instability among residents
<b>Funding</b>	ESG \$16,500
<b>Description</b>	Seeks to rapidly re-house households in Pierce County who are fleeing or attempting to flee domestic violence by providing rental assistance, relocation financial assistance, and case management supportive services.
<b>Location description</b>	Citywide
<b>Planned Activity</b>	Rental/relocation assistance for rapid re-housing services
<b>Target Date</b>	July 1, 2021 – December 31, 2021
<b>Goal Indicator</b>	Tenant-based rental assistance / Rapid Rehousing – 30 Households Assisted
<b>Project Name</b>	Korean Women’s Association – Economic Stabilization
<b>Target area</b>	N/A
<b>Goals supported</b>	Stabilize existing residents
<b>Needs addressed</b>	Housing instability among residents
<b>Funding</b>	CDBG \$16,500
<b>Description</b>	Provides services in order to increase economic stability for low-income populations, meet fundamental needs, and provide pre-employment training, job placement, and financial education.
<b>Location description</b>	Citywide
<b>Planned Activity</b>	Provides services in order to increase economic stability for low-income populations, meet fundamental needs, and provide pre-employment training, job placement, and financial education.

<b>Target Date</b>	July 1, 2021 – December 31, 2021
<b>Goal Indicator</b>	Public service activities other than Low/Moderate Income Housing Benefit – 300 Persons Assisted
<b>Project Name</b>	Korean Women’s Association – WAF DV Shelter
<b>Target area</b>	N/A
<b>Goals supported</b>	Prevent and reduce homelessness
<b>Needs addressed</b>	Housing instability among residents
<b>Funding</b>	ESG \$10,000
<b>Description</b>	Confidential emergency shelter and 24/7 crisis line for survivors of domestic violence, sexual assault, and/or human trafficking, and their families, who are fleeing an imminently dangerous situation.
<b>Location description</b>	Citywide
<b>Planned Activity</b>	Shelter operations
<b>Target Date</b>	July 1, 2021 – December 31, 2021
<b>Goal Indicator</b>	Homeless Person Overnight Shelter – 30 Persons Assisted
<b>Project Name</b>	Living Access Support Alliance – Prevention Services
<b>Target area</b>	N/A
<b>Goals supported</b>	Prevent and reduce homelessness
<b>Needs addressed</b>	Housing instability among residents
<b>Funding</b>	CDBG \$27,000
<b>Description</b>	Assists individuals and households at risk of experiencing homelessness with housing, utility, and transportation needs while directly connecting them to additional resources.
<b>Location description</b>	Citywide
<b>Planned Activity</b>	Personnel and financial assistance (rental arrears, utility, transportation, emergency financial) for homeless prevention
<b>Target Date</b>	July 1, 2021 – December 31, 2021
<b>Goal Indicator</b>	Homelessness Prevention – 275 Persons Assisted

<b>Project Name</b>	New Phoebe House Association – Phoebe Family Reunification, Recovery, & Resiliency
<b>Target area</b>	N/A
<b>Goals supported</b>	Prevent and reduce homelessness
<b>Needs addressed</b>	Housing instability among residents
<b>Funding</b>	CDBG \$10,000
<b>Description</b>	Provides transitional housing, basic needs, mental health & substance use disorder services, and behavioral health treatment for homeless adult women and their children for those women who are involved in Child Protective Services, Drug Court, or Community Correction, and/or are at risk of losing custody of their child(ren)
<b>Location description</b>	Citywide
<b>Planned Activity</b>	Provides transitional housing, basic needs, mental health & substance use disorder services, and behavioral health treatment for homeless adult women and their children for those women who are involved in Child Protective Services, Drug Court, or Community Correction, and/or are at risk of losing custody of their child(ren)
<b>Target Date</b>	July 1, 2021 – December 31, 2021
<b>Goal Indicator</b>	Public service activities other than Low/Moderate Income Housing Benefit – 16 Persons Assisted
<b>Project Name</b>	Sound Outreach – Credit Up Financial Empowerment
<b>Target area</b>	N/A
<b>Goals supported</b>	Stabilize existing residents
<b>Needs addressed</b>	Housing instability among residents
<b>Funding</b>	CDBG \$36,000
<b>Description</b>	Helps low-income families in Pierce County build wealth and navigate out of poverty by embedding financial counselors at Center for Strong Families-networked organizations. The counselors provide unbanked and underbanked Pierce County residents with expert financial counseling, employment coaching, and access to financial products not normally accessible due to financial history. Participants are also connected to job training, stable housing, and income support services.

<b>Location description</b>	Citywide
<b>Planned Activity</b>	Helps low-income families in Pierce County build wealth and navigate out of poverty by embedding financial counselors at Center for Strong Families-networked organizations. The counselors provide unbanked and underbanked Pierce County residents with expert financial counseling, employment coaching, and access to financial products not normally accessible due to financial history. Participants are also connected to job training, stable housing, and income support services.
<b>Target Date</b>	July 1, 2021 – December 31, 2021
<b>Goal Indicator</b>	Public service activities other than Low/Moderate Income Housing Benefit – 150 Persons Assisted
<b>Project Name</b>	St. Leo’s Food Connection – Food Bank
<b>Target area</b>	N/A
<b>Goals supported</b>	Public service activities other than Low/Moderate Income Housing Benefit
<b>Needs addressed</b>	Housing instability among residents
<b>Funding</b>	CDBG \$10,000
<b>Description</b>	Provides emergency food assistance to low-income individuals and families in Tacoma-Pierce County.
<b>Location description</b>	Citywide
<b>Planned Activity</b>	Provides emergency food assistance to low-income individuals and families in Tacoma-Pierce County.
<b>Target Date</b>	July 1, 2021 – December 31, 2021
<b>Goal Indicator</b>	Public service activities other than Low/Moderate Income Housing Benefit – 8500 Persons Assisted
<b>Project Name</b>	The Rescue Mission – Family Shelter
<b>Target area</b>	N/A
<b>Goals supported</b>	Prevent and reduce homelessness
<b>Needs addressed</b>	Housing instability among residents
<b>Funding</b>	ESG \$13,500
<b>Description</b>	Provides safe and secure shelter, nutritious meals, and case management for

	homeless families with children and homeless unaccompanied women.
<b>Location description</b>	Citywide
<b>Planned Activity</b>	Essential services
<b>Target Date</b>	July 1, 2021 – December 31, 2021
<b>Goal Indicator</b>	Homeless Person Overnight Shelter – 137 Persons Assisted
<b>Project Name</b>	The Rescue Mission – Emergency Services
<b>Target area</b>	N/A
<b>Goals supported</b>	Prevent and reduce homelessness
<b>Needs addressed</b>	Housing instability among residents
<b>Funding</b>	CDBG \$35,000/ESG \$10,000
<b>Description</b>	Provides safe, warm shelter and hot, nutritious meals along with vital services, programs, and personal support to homeless men. Meals are open to men, women, and children.
<b>Location description</b>	Citywide
<b>Planned Activity</b>	Shelter operations
<b>Target Date</b>	July 1, 2021 – December 31, 2021
<b>Goal Indicator</b>	Homeless Person Overnight Shelter – 290 Persons Assisted
<b>Project Name</b>	Vadis - FLASH
<b>Target area</b>	N/A
<b>Goals supported</b>	Prevent and reduce homelessness
<b>Needs addressed</b>	Housing instability among residents
<b>Funding</b>	CDBG \$10,000
<b>Description</b>	Provides outreach, life skills and work-readiness training, employment and follow-up services to youth and young adults at risk of, or currently experiencing, homelessness.
<b>Location description</b>	Citywide
<b>Planned Activity</b>	Provides outreach, life skills and work-readiness training, employment and follow-up services to youth and young adults at risk of, or currently

	experiencing, homelessness.
<b>Target Date</b>	July 1, 2021 – December 31, 2021
<b>Goal Indicator</b>	Public service activities other than Low/Moderate Income Housing Benefit – 20 Persons Assisted
<b>Project Name</b>	YWCA – DV Shelter
<b>Target area</b>	N/A
<b>Goals supported</b>	Prevent and reduce homelessness
<b>Needs addressed</b>	Housing instability among residents
<b>Funding</b>	CDBG \$10,000/ESG \$10,000
<b>Description</b>	Provides 24-hour safe, confidential emergency shelter and support services to domestic violence victims and their children fleeing an imminently dangerous domestic violence situation.
<b>Location description</b>	Citywide
<b>Planned Activity</b>	Shelter operations
<b>Target Date</b>	July 1, 2021 – December 31, 2021
<b>Goal Indicator</b>	Public service activities other than Low/Moderate Income Housing Benefit – 20 Persons Assisted
<b>Project Name</b>	YWCA – Legal Services
<b>Target area</b>	N/A
<b>Goals supported</b>	Stabilize existing residents
<b>Needs addressed</b>	Housing instability among residents
<b>Funding</b>	CDBG \$12,000
<b>Description</b>	Provides specialized legal assistance, advocacy and representation in civil cases to help survivors of domestic violence establish safe, self- sufficient lives. Legal advocates and attorneys provide support in civil and criminal legal issues and help with safety planning.
<b>Location description</b>	Citywide
<b>Planned Activity</b>	Provides specialized legal assistance, advocacy and representation in civil cases to help survivors of domestic violence establish safe, self- sufficient lives. Legal advocates and attorneys provide support in civil and criminal legal issues and

	help with safety planning.
<b>Target Date</b>	July 1, 2021 – December 31, 2021
<b>Goal Indicator</b>	Public service activities other than Low/Moderate Income Housing Benefit – 130 Persons Assisted
<b>Project Name</b>	CDBG Public Services
<b>Target area</b>	N/A
<b>Goals supported</b>	<ul style="list-style-type: none"> <li>• Stabilize existing residents</li> <li>• Prevent and reduce homelessness</li> </ul>
<b>Needs addressed</b>	Housing instability among residents
<b>Funding</b>	CDBG \$183,026
<b>Description</b>	Funds will be used to support community-based organizations and local services for public service activities.
<b>Location description</b>	Citywide
<b>Planned Activity</b>	Funds will be used to support community-based organizations and local services for public service activities.
<b>Target Date</b>	January 1, 2022 – June 30, 2022
<b>Goal Indicator</b>	<ul style="list-style-type: none"> <li>• Public service activities other than Low/Moderate Income Housing Benefit – 766 Persons Assisted</li> </ul>
<b>Project Name</b>	ESG Projects
<b>Target area</b>	N/A
<b>Goals supported</b>	Prevent and reduce homelessness
<b>Needs addressed</b>	Housing instability among residents
<b>Funding</b>	ESG \$98,054
<b>Description</b>	Funding supports ongoing assistance to persons experiencing homelessness, including rapid re-housing, case management, rental assistance, emergency shelter facilities, and various types of skills training, advocacy, and other services.
<b>Location description</b>	Citywide
<b>Planned Activity</b>	Activities for individuals who are at risk of, or are currently, experiencing

	homelessness
<b>Target Date</b>	January 1, 2022 – June 30, 2022
<b>Goal Indicator</b>	<ul style="list-style-type: none"> <li>• Tenant-based rental assistance / Rapid Rehousing – 70 Households Assisted</li> <li>• Homeless Person Overnight Shelter – 722 Persons Assisted</li> </ul>
<b>Project Name</b>	HMIS Operations
<b>Target area</b>	N/A
<b>Goals supported</b>	Prevent and reduce homelessness
<b>Needs addressed</b>	Housing instability among residents
<b>Funding</b>	ESG \$5,390
<b>Description</b>	Funding to support the management of the Homeless Management Information System
<b>Location description</b>	Citywide
<b>Planned Activity</b>	Funding to support the management of the Homeless Management Information System
<b>Target Date</b>	July 1, 2021 – June 30, 2022
<b>Goal Indicator</b>	N/A
<b>Project Name</b>	HOME Admin
<b>Target area</b>	N/A
<b>Goals supported</b>	<ul style="list-style-type: none"> <li>• Increase diverse rental and homeownership opportunities</li> <li>• Stabilize Existing Residents</li> <li>• Prevent and Reduce Homelessness</li> </ul>
<b>Needs addressed</b>	<ul style="list-style-type: none"> <li>• Limited supply of diverse rental opportunities</li> <li>• Housing instability among residents</li> <li>• Need for safe, accessible homes and facilities</li> </ul>
<b>Funding</b>	HOME \$141,015/HOME PI \$32,543
<b>Description</b>	Administration to implement and manage Consolidated Plan funds
<b>Location description</b>	Citywide
<b>Planned Activity</b>	Administration, management, coordination, monitoring, evaluation,

	environmental review, and labor standards enforcement by the City of Tacoma
<b>Target Date</b>	July 1, 2021 – June 30, 2022
<b>Goal Indicator</b>	N/A
<b>Project Name</b>	Tacoma Affordable Housing Fund
<b>Target area</b>	N/A
<b>Goals supported</b>	Increase diverse rental and homeownership opportunities
<b>Needs addressed</b>	Limited supply of diverse rental opportunities
<b>Funding</b>	CDBG \$390,263/HOME \$946,211/HOME PI \$222,788
<b>Description</b>	Funding supports the acquisition, construction of affordable housing for low-income households.
<b>Location description</b>	Citywide
<b>Planned Activity</b>	Leverage funds in the development or acquisition of affordable housing
<b>Target Date</b>	July 1, 2021 – June 30, 2022
<b>Goal Indicator</b>	Rental units constructed – 60 Household Housing Units
<b>Project Name</b>	Lakewood Affordable Housing Fund
<b>Target area</b>	N/A
<b>Goals supported</b>	<ul style="list-style-type: none"> <li>• Stabilize existing residents</li> <li>• Increase diverse rental and homeownership opportunities</li> <li>• Prevent and reduce homelessness</li> </ul>
<b>Needs addressed</b>	<ul style="list-style-type: none"> <li>• Housing instability among residents</li> <li>• Need for safe, accessible homes and facilities</li> </ul>
<b>Funding</b>	HOME \$322,924/HOME PI \$70,103
<b>Description</b>	Funding supports affordable housing activities in Lakewood.
<b>Location description</b>	Citywide
<b>Planned Activity</b>	Leverage funds in the development or acquisition of affordable housing
<b>Target Date</b>	July 1, 2021 – June 30, 2022
<b>Goal Indicator</b>	<ul style="list-style-type: none"> <li>• Homeowner Housing Added – 2 Household Housing Unit</li> <li>• Homeowner Housing Rehabilitated – 10 Household Housing Units</li> </ul>

	<ul style="list-style-type: none"> <li>• Direct Financial Assistance to Homebuyers – 75 Households Assisted</li> <li>• Tenant-Based Rental Assistance/Rapid Rehousing – 12 Households</li> <li>• Acquisition for Affordable Housing Unit – 1 Acquisition</li> </ul>
<b>Project Name</b>	City of Tacoma - Single Family Rehabilitation Program
<b>Target area</b>	N/A
<b>Goals supported</b>	Stabilize existing residents
<b>Needs addressed</b>	Need for safe, accessible homes and facilities
<b>Funding</b>	CDBG \$400,000/CDBG PI \$300,000
<b>Description</b>	Program provides no-interest loans up to \$50,000 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.
<b>Location description</b>	Citywide
<b>Planned Activity</b>	Program provides no-interest loans up to \$50,000 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.
<b>Target Date</b>	July 1, 2021-June 30, 2022
<b>Goal Indicator</b>	Homeowner Housing Rehabilitated – 8 Household Housing Units

## **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.

#### *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 5 - 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	102	12
Special-Needs	-	-
Total	102	12

Table 6 - One Year Goals for Affordable Housing by Support Requirement

One Year Goals for the Number of Households Supported Through	Tacoma	Lakewood
Rental Assistance	30	12
The Production of New Units	62	2
Rehab of Existing Units	102	10
Acquisition of Existing Units	-	1
Total	194	25

Table 7 - One Year Goals for Affordable Housing by Support Type

### Discussion

The Tacoma-Lakewood HOME Consortium will provide assistance for more than 300 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 2 new single-family homes for homeownership opportunities; rehabilitate 10 homes for low- and moderate-income homeowners; acquire 1 home for affordable housing opportunities; and stabilize 12 households through emergency rental assistance.

### Tacoma

The City of Tacoma will assist 102 total households through its affordable housing programmatic

activities. The city will provide rental assistance to thirty households, produce 62 new units; and provide rehabilitation and repair to 102 existing units.

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

### **Tacoma Housing Authority**

#### **Introduction**

The Board of Directors for the Tacoma Housing Authority (THA) has chosen the following seven strategic objectives with performance measures that will guide the agency through the coming years:

1. Housing and Supportive Services – THA will provide high quality housing, rental assistance and supportive services. Its supportive services will help people as tenants, parents, students, wage earners, and builders of assets who can live without assistance. It will focus this assistance to meet the greatest need.
2. Housing and Real Estate Development – THA will efficiently develop housing and properties that serve primarily families and individuals unable to find affordable and supporting housing they need. Its work will serve to promote the community’s development. Its properties will be financially sustainable, environmentally innovative, and attractive.
3. Property Management – THA will manage its properties so they are safe, efficient to operate, good neighbors, attractive assets to their neighborhoods and places where people want to live.
4. Financially Sustainable Operations – THA seeks to be more financially sustaining.
5. Environmental Responsibility – THA will develop and operate its properties in a way that preserves and protects natural resources.
6. Advocacy and Public Education – THA will advocate for the value of THA’s work and for the interests of the people it serves. It will be a resource for high quality advice, data, and information on housing, community development, and related topics. THA will do this work at the local, state and national level.
7. Administration – THA will have excellent administrative systems. Its staff will have skills that make THA highly efficient and effective in the customer service it provides to the public and among its departments. It will provide a workplace that attracts, develops and retains motivated and talented employees.

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

1. Housing and Supportive Services
  - Rental Assistance Success Initiatives - THA will continue to look for opportunities to assist voucher holders leasing on the private market, including late rent and security deposit assistance.

- Supports for THA Clients - THA will continue its partnerships with service providers at the Salishan Center for Strong Families, including the Children’s Savings Account program that helps create a multi-generational approach to asset building and income progression.
  - Pandemic Relief and Economic Recovery – 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.
2. Creating and Preserving Affordable Housing
- Housing Hilltop – THA will continue its development of a neighborhood plan for the Hilltop neighborhood that includes affordable housing, retail, and community public space. THA will continue coordinating with potential development partners to construct the buildings. THA will enter a partnership with Horizon Housing Alliance who will develop, own, and manage 57 units of permanent supportive housing.
  - James Center North – THA is redeveloping the James Center North property to create a vibrant, mixed-use, transit-oriented development. THA will seek development partners to realize this vision and in the interim, complete a series of activation activities.

**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. In the midst of the pandemic, THA’s primary focus will be 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 will continue to focus on eviction prevention and housing stability service referrals for THA families to prepare for the expiration of the eviction moratorium. THA will continue to provide self-sufficiency supports through its Center for Strong Families site which combines coaching for employment and financial management, and income supports. In addition, THA has a parent advisory board that informs the Children’s Savings Account (CSA) program re-design; and as THA works towards reframing its service delivery model from head of household driven activities to a whole family approach, parents will be invited to engage in that process along the way.

**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**

In 2021, the THA will focus on maintaining strong relationships with property owners and landlords, advocate for an increase in tenant protections at the local and state levels, and, in preparation for the expiration of the eviction moratorium, focus on eviction prevention and housing stability service referrals. The organization’s efforts in Hilltop and near Tacoma Community College will increase access

for low-income households to high-opportunity neighborhoods that offer education, job, and transportation access. With its community partners, THA will work to ensure holistic services that improve the health and financial stability for its residents.

## **Pierce County Housing Authority (Lakewood)**

### **Introduction**

Pierce County Housing Authority (PCHA) serves just over 5,000 families. PCHA offers project based and tenant-based vouchers in addition to the Family Self Sufficiency Homeownership program. Based on the 2020 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.

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

Increase the provision of safe, decent, affordable housing in Lakewood by:

1. Growing the number of Housing Choice Vouchers available to PCHA. PCHA will seek additional vouchers when available through HUD.
2. Building and improving partnerships with community organizations to expand the number of affordable housing units in Lakewood.
3. Seeking partnerships with other affordable housing developers to expand affordable housing opportunities, including a funding application process for Project Based Vouchers.
4. Increasing lease-up success rate for Section 8 participants.
5. Seeking opportunities to introduce households on the Section 8 waitlist to Ready to Rent.
6. Increasing efforts to expand participation of community landlords in the Housing Choice Voucher Program.

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

1. Increase Economic Stability for Section 8 and Public Housing Residents
  - a. Expand PCHA's Family Self Sufficiency (FSS) program
    - i. Apply to HUD and other sources of funding to enhance and expand FSS services.
    - ii. Expand and enhance the Program Coordinating Committee and other partnerships that will increase the earned income of program participants
    - iii. Expand outreach and marketing to current and future participants from PCHA's Section 8 & Public Housing waitlist so that potential participants become aware of the advantages of FSS participation prior to subsidy provision.

### **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**

- Support people coming to Coordinated Entry compile the necessary documentation for any housing scenario, and strongly encourage participation in the Renters Readiness program.
- Train Coordinated Entry providers on the housing and economic resources outside of the formal Homeless Crisis Response System so they can educate people who are homeless and would benefit from these resources but who do not qualify for a housing referral.
- Increase coordination between service providers and Tacoma and Pierce County Housing Authorities to ensure that people who are homeless and have a housing voucher are supported in using it successfully.
- Engage street outreach providers, including the VA, in a learning collaborative to coordinate data, improve street outreach practices, and ensure the entire county is being covered.
- Create standard operating procedures for street outreach teams across the county
- Establish a flexible fund for use by street outreach staff to support the basic needs of the people they serve, which is often the first step in getting them to move to a more positive outcome.
- Conduct a needs assessment to determine where the greatest unmet needs exist in the county

and develop a plan to expand distribution of homeless services accordingly.

- Recruit service providers to develop, implement, and manage by-name lists by population
- Identify, coordinate, and align with existing efforts to address homelessness in all relevant sectors (e.g. health care, criminal justice, foster care, workforce development, transportation, education, business).

### **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:

- 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:

Strategies to achieve this goal:

- 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) 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 it has project-based vouchers in. THA is also exploring how it might expand its College Housing Assistance Program to provide rental assistance to recently-released, formerly incarcerated individuals seeking to pursue higher education through Tacoma Community College. THA's other education project, the Tacoma Schools Housing Assistance Program (TSHAP) provides diversion support resources, which allow families to stay in place and stabilize their current housing situation.

In late 2020, THA completed the Arlington Drive Youth Campus which includes the Crisis Residential Center/HOPE Facility (CRC) for homeless youth age 12 to 17 years; and the Arlington Apartments, 59 units for homeless young adults age 18 to 24 years. 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. When Arlington residents are ready to exit, they will graduate to a THA housing voucher, ensuring their housing stability is sustained. THA partners with Community Youth Services and

the YMCA of Greater Seattle to provide engaging and empowering supportive services.

### **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).
- Update the Multifamily Tax Exemption Program to increase its impact.
- 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 a City contract with a consulting firm to study and provide recommendations for how to redesign our homeownership programs 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 2021 the Tacoma City Council is considering a change to the City's zoning code to allow development of multi-unit buildings in several neighborhoods across the City which are currently restricted to single-family homes. Removing this growth limitation will serve to increase the number of neighborhoods where developers who use subsidies to create affordable unit can seek project sites.

Tacoma enforces 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 2021 the City will seek to recalibrate the cost/benefit ratio provided to housing developers to increase the return of affordable units on abatements that are granted,

In 2021 the City will explore expansion of the districts where inclusionary policies creating affordable units are applied.

Efforts are being made to implement HB 1590 in Tacoma, which would allow the City Council to implement the collection of a 1/10th of one percent sales and use tax to fund affordable housing construction and support services for Tacomans with an income limit at or below 60 percent area median income.

## **Discussion**

### **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.

Tacoma will develop a land disposition policy for publicly owned land and evaluate opportunities for affordable housing development.

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.

<b>Responsible Entity</b>	<b>Responsible Entity Type</b>	<b>Role</b>	<b>Geographic Area Served</b>
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 from 2021-2022 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. 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
- 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(I)(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. In Pierce County, there is one number to call to access information and services for households experiencing homelessness. Coordinated Entry staff conducts initial eligibility screenings to determine whether or not callers qualify for housing resources. Within 5 business days of the screening, eligible clients receive intake assessments to determine which housing provider to refer them to. For clients who do not qualify for ESG, staff provides referrals to other community resources.

Providers participate in Coordinated Entry as follows: Time-limited housing programs that do not admit clients the same day must list all openings in the Daily Vacancy & Tracking Form, and can only take clients that have been assessed by Coordinated Entry. Clients in a time-limited housing program that have been assessed by Coordinated Entry can go directly to a rapid re-housing, transitional or permanent supportive housing program in the community without going back to Coordinated Entry.

Some housing providers voluntarily list openings in the Daily Vacancy & Tracking Form and may take clients from Coordinated Entry, but they are not required to do so. These include shelter programs that admit clients the same day, permanent supportive housing programs and time-limited housing programs that serve a specialized population and/or house only clients they currently serve through other programs in their agency, and domestic violence programs.

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 Human Services Commission (“HSC”) has the responsibility for recommending to City Council programs that meet the CDBG priorities for public services (i.e. human services). Every two years, the HSC reads and rates applications and recommends programs for CDBG funding. CDBG funds may be allocated to programs that meet one of the Council-adopted strategic priorities of Housing Stabilization Services, Economic Stabilization Services, and Youth Emergency Stabilization services. Programs that are awarded funding enter into annual contracts, with the second year of funding contingent upon funding availability as well as the program’s performance and continued ability to meet a strategic priority.

The responsibility for reviewing ESG proposals and making recommended allocations for funding lies with a special ESG Review Panel. 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. 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.

Applications are made available online for approximately over a month and then submitted to the city electronically for review. The ESG Review Panel reads and rates applications, hear oral presentations from applicants, and then final allocation recommendations are made.

In accordance with the City’s Citizen Participation Plan and process for making funding decisions, recommendations are presented to Council and published for public comment.

Programs receiving ESG funding in between competitive years undergo a performance review by City staff. The review includes sections on service-related output performance, billing and reporting timeliness and accuracy, on-site monitoring results, and participation in work related to diversity, equity, and inclusion. The results of the reviews are presented to the HSC, who are tasked with making recommendations for funding for the following year. In addition, recommendations are presented at the Community Vitality & Safety Committee, a City Council sub-committee, after approval from the HSC.

In accordance with the City’s Citizen Participation Plan and process for making funding decisions, recommendations are presented to Council and published for public comment.

50% of ESG contracted funds for 2020-2021 will be sustained (allocated to the same projects) for the 2021-2022 program year. The remaining 50% will be issued through a competitive request for proposals or directly allocated for the remainder of the program year and submitted as a substantial amendment. All funding recommendations will go through the Citizen Participation Process and City Council approval

process.

The City of Tacoma's policy-making entity is the City Council. Since none of the City Council members is either currently or formerly homeless, the City met the homeless participation requirement by including a formerly-homeless individual on the review panel that made funding recommendations during the sub-award process. This individual is also a member of the Pierce County Continuum of Care.

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.

N/A

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)