Strategic Plan
for Housing and Community Development

This section describes the strategies that the City of Seattle has identified and prioritized based on the needs of Seattle's low- and moderate-income and homeless people, which are described in the Needs Assessment (Section 2 of this Consolidated Plan). The strategies will be implemented by the Seattle Office of Housing, Department of Human Services, Office for Economic Development, Department of Parks and Recreation, Department of Neighborhoods, and the Seattle Housing Authority from 2005 to 2008 to address these priority needs. and work towards achieving Seattle's four Consolidated Plan Goals. Also described are the accomplishments and targets, or results, the City will use to measure success.

GOAL 1:
Provide Decent Affordable Housing for Low- and Moderate-Income Households

Affordable housing programs and initiatives have long been a priority for the use of federal and local resources in Seattle. This priority is supported by a committed partnership of the City of Seattle, nonprofit housing developers and services providers, the Seattle Housing Authority, private lenders and philanthropies, and state and federal funders.

This section of the Strategic Plan addresses four affordable housing objectives: rental housing, housing with supportive services, homeownership and building strong communities. The strategies are shown in bold type, followed by explanatory text. They include the following agency activities:

- funding provided by the Office of Housing (OH) and the Seattle Housing Authority (SHA) for housing development, preservation and management,
- rental assistance for extremely low-income tenants who are homeless or have special needs provided by various divisions of the Human Services Department (HSD) and SHA,
- funding provided by HSD and SHA for services that are linked to housing, and
- planning, program development and other initiatives in support of affordable housing performed by various City agencies and SHA.

The Office of Economic Development's related strategies that encourage housing development in economically distressed communities are contained in Goal 3 of this section.

SHA activities are included here to give a more complete picture of housing resources and strategies in Seattle; SHA resources generally are not controlled by this plan and the City is not responsible for SHA actions. Additional information about SHA activities, including

Housing Choice Vouchers and HOPE VI public housing revitalization, is contained in Appendix N.

Objective 1: Increase and maintain the supply of affordable rental housing in Seattle.

Strategies

a) **Increase the supply of below-market-rent housing for families and individuals with low-incomes throughout the city.** Too many Seattle households with low incomes -- including working individuals and families as well as seniors and others on fixed incomes -- face the need to forego food, medicine and other essentials to meet their housing costs. These households can be at risk of homelessness due to unexpected expenses or loss of income. To address this need, nonprofit housing developers use OH capital funds to build or preserve rental housing, providing below-market rents for a minimum of 50 years. These OH-administered capital funds, including local Levy funds and federal HOME and CDBG funds, leverage at least $3 in other public and private capital funds for every $1 in City funding. In addition, SHA draws on federal programs and its own resources to increase its housing inventory and assist nonprofit housing development.

Accomplishments:

- Allocate approximately $13.5 million in local and federal (HOME and CDBG) development funds administered by OH for production and preservation of affordable rental housing through two competitive funding rounds each year, funding approximately 300 units of below-market-rent housing each year. (OH; annual)
- Develop or purchase new SHA housing using bond financing and agency equity, striving to meet an agency goal to add 200 new units per year to SHA's housing resources, reaching over 8,000 units serving a full range of low-income households -- below 30% AMI, 30-50% AMI and 50-80% AMI -- by 2008. (SHA; 2005-2008)
- Facilitate development of approximately 200 new affordable housing units for senior and disabled households by providing SHA-owned land at High Point and Rainier Vista at no or low cost, allowing nonprofit partners to leverage available federal resources. Developments will include two buildings for seniors and a one building for people with disabilities using HUD financing. (SHA; 2005-2008)

b) **Administer the portfolio of City-funded affordable rental housing so that units are well-maintained and serve intended low-income residents.** For nearly 20 years, Seattle has funded development and preservation of affordable rental housing to serve low-income seniors, individuals and families, using local and federal funds (including HOME, CDBG and HOPWA). This housing now numbers over 7,800 units located throughout the city. Nearly all of this housing is owned and operated by nonprofit housing agencies, which have long-term contracts with the City to provide affordable housing. In addition the City, with the AIDS Housing Committee, oversees asset

management of the HOPWA-funded housing inventory, tracking both the economic and physical viability of the units.

Accomplishments:

- Implement OH's Multifamily Housing Monitoring Program, including regular inspection and compliance monitoring, ensuring that more than 7,800 City-funded units are available for low-income families and individuals at below-market rents. Staffing for this program is supported with Levy, HOME and CDBG funds. (OH; annual)
- Implement the HOPWA-funded asset management program, including regular inspection of 115 units of the AIDS housing inventory and capital repairs, as needed. (HSD/CSD; annual)

c) **Rejuvenate and maintain the supply of affordable rental housing owned or managed by SHA**. SHA currently manages about 7,500 rental units serving households of all incomes. The majority of this stock, over 5,000 units, is federally subsidized, low-income public housing. Except for the public housing that is part of the new mixed-income communities of NewHolly, Rainier Vista and High Point, much of this stock is over 30 years old. Building systems are aging and need to be replaced so units remain habitable. Given the continuing reduction in federal support for low-income housing, SHA must manage its assets prudently in order to continue to be able to house, in the future, the lowest income residents in Seattle. SHA also owns and manages the 1,000-unit Seattle Senior Housing Program, which receives no federal subsidy. About 85 percent of households in both programs have incomes below 30 percent of area median.

Accomplishments:

- Implement approximately $28 million in capital improvements to the 3,000-unit public housing high-rise portfolio, addressing obsolete building systems and deferred maintenance, funded through SHA borrowing against future public housing capital grants. (SHA; 2005-2008)
- Implement cost-effective energy conservation measures in the high-rise renovation program, using state and local utility funds available through OH's HomeWise Program. (SHA, OH; 2005-2008)
- Using SHA resources, complete feasibility studies and begin implementation of physical improvements in certain SHA high-rises that have particularly difficult physical or social conditions, poor or outdated construction,, or poor design.. (SHA; 2005-2007)
- Reconfigure SHA's 787-unit scattered site portfolio through disposition and acquisition of up to 200 units. Reduce operating and capital costs while maintaining the goals of the program to serve families with children in non-poverty neighborhoods throughout the city, in small or mixed-income properties indistinguishable from the surrounding neighborhood. (SHA; 2004-2007)
- Promote the long-term viability of the Seattle Senior Housing Program through implementation of a "sustainable" rent policy that will bring in sufficient revenue to manage and maintain the buildings, while keeping the program affordable for households with extremely low incomes. (SHA; ongoing)

d) **Reduce housing costs for low-income tenants, and operating costs for subsidized housing, by funding weatherization improvements and promoting sustainable building techniques in City-funded and SHA development projects**. Using State, federal and local utility funds, OH funds insulation, air sealing, indoor air quality, energy conservation and other improvements that reduce energy costs for low-income rental housing. In addition, OH has developed SeaGreen, a guidebook for sustainable building practices. Developers requesting City housing funds submit sustainable building plans that address water and energy efficiency, air quality, materials efficiency and recycled materials. OH is assisting sponsors of low-income housing developments – including Croft Place, MLK Family Housing, Denny Park and Pantages – to achieve three-star Built Green™ certification. SHA is incorporating Built Green and other sustainability techniques on a large scale through the NewHolly, Rainier Vista and High Point community redevelopments.

Accomplishment:

- Provide weatherization improvements to approximately 950 low-income rental units each year using local, State and federal utility funds. (OH; annual)
- Promote sustainable building techniques to conserve energy and resources, and reduce operating expenses, in four to six nonprofit housing developments receiving OH development funds each year. (OH; annual).
- Require private builders constructing for-sale homes at NewHolly, Rainier Vista and High Point to comply with Built Green ™ three-star standards for resource- and energy-efficiency. (SHA; 2005-2008)
- Incorporate sustainable development practices in SHA's High Point redevelopment, including a state-of-the-art storm water management system, 35 "healthy homes" to decrease risk of asthma among children, and Built Green ™ three-star standards in all rental housing built by SHA. (SHA; 2005-2008)

e) **Identify potential new City resources and lending programs for housing production and preservation.** Each year, applications for City housing resources are several times greater than funds available. This demand reflects both the large, unmet need for affordable housing in Seattle and re-applications submitted for viable projects that are delayed as a result of high demand for City and other subsidy funds. In some cases the long timeline for accessing City and State development funds results in missed opportunities to preserve low-cost housing that is at risk of converting to market rate. CDBG-funded staff will contribute to program development activities to address these needs.

Accomplishments:

- Evaluate potential refinancing strategies to lower rent levels in tax credit buildings and other affordable housing that does not currently have City funding, resulting in housing with substantially lower rents to serve extremely low income households. (OH; ongoing)

- Evaluate the potential to expand tools, such as bridge lending and land banking, that allow project sponsors to acquire key properties and assemble subsidy sources over time. (OH; ongoing)
- Evaluate options for providing additional local support for housing development, such as dedicated growth-related funds, to supplement existing Levy and federal housing resources. (OH; ongoing)
- Assess the potential for affordable housing development as City-owned surplus properties are made available. (OH; ongoing)

f) **In cooperation with public, private and nonprofit partners, strive to increase State, federal and private funding for housing and to preserve existing resources**. The success of City housing initiatives depends on effective funding partnerships with State and federal agencies and private contributors. Because SHA and nonprofit providers can access funding and other resources from these sources for housing development, operations and housing-based services, City dollars can be stretched to assist many more households and households with very low incomes. Therefore, the City works in cooperation with a range of housing organizations to educate the public and decision-makers about the critical need to maintain and increase these sources of leverage funds. CDBG-funded staff will contribute to these education activities.

Accomplishments:

- Participate in statewide coalitions that address low-income housing and homelessness, and the need for increased resources for housing development, operating support and supportive housing services. (OH, HSD; ongoing)
- Work to advance federal housing programs, funding and other initiatives through national associations of housing advocates, local governments, elected officials and housing authorities. (OH, HSD, SHA; ongoing)
- Maintain and aggressively seek new resources for the Housing Choice Voucher program, and vigorously oppose efforts to reduce federal funding through funding cuts and administrative changes that reduce reimbursements to housing authorities. (SHA, City of Seattle; ongoing)
- Seek to extend SHA's Moving to Work designation to allow continued flexibility from specific federal regulations to achieve local housing goals. This flexibility supports project-basing Housing Choice Vouchers to meet City-mandated HOPE VI replacement housing goals, Seattle Housing Levy targets for serving extremely low-income households, and development of transitional housing for homeless families through the Bill & Melinda Gates Foundation's Sound Families Initiative. (SHA; 2006)
- Encourage the participation of private and community foundations in funding for housing development, in particular supportive housing for homeless and special needs residents. (OH; ongoing)

Objective 2: Provide service-enriched housing for homeless and/or special needs populations, with the goal of ending homelessness, not just managing it.

Strategies

a) **Increase the supply of affordable housing linked with supportive services for homeless and special needs residents.** Service-enriched housing provides both below-market rents and services tailored to residents' needs; it is designed to help disabled residents live independently and households who have been homeless regain self-sufficiency. A substantial portion of Seattle's housing capital funds, including Levy, HOME and CDBG, is dedicated to serve these groups (see Appendix H**,** Housing Policies). In addition, operating subsidies are awarded through the Housing Levy or project-based Housing Choice Vouchers so that buildings serving extremely low-income residents can be properly maintained.

   Accomplishments:
   - Provide local and federal capital funds administered by OH (including HOME and CDBG), as well as operating subsidies in Levy-funded buildings, for development of supportive housing for homeless and special needs residents. Funding supports both transitional and permanent housing, in both mixed-income and specialized housing projects. (OH; annual)
   - Include HOPWA funds in the OH competitive funding rounds each year to provide housing units for people with AIDS. (OH, HSD/CSD; annual)
   - Provide administrative support to the Sound Families Initiative, including staffing support for committees that recommend capital and services funding by the Bill & Melinda Gates Foundation for transitional housing for homeless families in three counties. Coordinate with the Initiative on funding recommendations for projects located in Seattle. (OH; annual)
   - Use a portion of SHA's Housing Choice Voucher resources strategically to strengthen the continuum of housing by project-basing vouchers in units serving households who are homeless and/or have special needs. Provide up to 70 vouchers annually to housing funded by the Seattle Housing Levy, and additional vouchers to projects receiving Sound Families Initiative funding commitments, contingent on federal appropriations. (SHA; ongoing)

b) **Provide building operating funds for City-funded affordable rental housing for homeless and special needs residents so that units can be well-maintained and financially viable.** Of the total 7,800 units in OH's portfolio of assisted housing as of 2003, more than 2,900 units provide housing and supportive services for homeless and special needs residents. Over 1,500 of these units, all serving residents with incomes below 30% of median, have received commitments of operating subsidies through Seattle Levy Operating & Maintenance (O&M) funds or project-based Housing Choice Vouchers

from SHA. Levy O&M and Voucher funds are awarded with a multi-year commitment, and require on-going contract administration and oversight by OH and SHA.

Accomplishments:

- Implement OH's Levy-funded O&M Program, which provides annual operating subsidies for nearly 400 supportive housing units serving homeless and disabled residents as of 2003. (OH; annual)
- Provide operating subsidies using project-based Housing Choice Vouchers from SHA for 500 City-funded housing units serving households below 30% of median income as of 2003. (SHA; ongoing)
- Provide operating subsidies using the State and King County 2060 document recording fee revenues. King County will earmark approximately $250,000 per year to Seattle projects, with priority given to transitional housing for homeless families and individuals. (OH; ongoing)

c) **Assist homeless families, individuals and youth by providing supportive services in transitional housing, enabling residents to move to stable, permanent housing and achieve self-sufficiency.** Service rich transitional housing services are an important plan in a continuum of care that starts with prevention efforts, includes outreach and emergency services to meet basis needs, and ultimately leads to permanent, stable, affordable housing. For many of the 1,802 unsheltered and 2,068 sheltered individuals – as estimated in the most recent one night count -- a peer group setting, a time-limited length of stay, and/or a confidential location is the most appropriate housing option. This type of temporary housing, commonly known a transitional housing, offers an array of supportive services over a length of stay ranging from 90 days to 24 months. The individual needs of the residents determine the type and intensity of services needed to promote residential stability, increased skill level and/or income, and greater self-determination.

Accomplishments:

- Provide CDBG and General Funds to service-enriched transitional housing programs so that, of the 596 households who complete an intake assessment, 249 will receive transitional housing services or secure permanent housing. (HSD/CSD; annual)
- Provide CDBG funds for case management, advocacy and support services that are designed to place 15 homeless youth and 52 young adults in transitional housing, facilitate their transition to more stable housing, and support maintenance of stable housing. A minimum of 20 homeless young adults will transition to permanent housing as a result of CDBG-funded services. (HSD/DFYS; annual)
- Conduct a Request for Proposals (RFP) process that incorporates elements of the Strategic Investment Plan, Ten Year Plan to End Homelessness, best practices, and community input to allocate CDBG, ESG, and General Funds for homeless services, including emergency shelter, transitional housing, and other homeless support programs. This RFP will be combined with the RFP found in Goal 2, Objective 1. (HSD/CSD; 2005)
- Provide CDBG funds to expand the availability of specialized transitional housing programs with enriched services for domestic violence survivors and their children,

increasing the number of families served by 10% per year by 2007 and 2008. (HSD/DVSPO; 2005-2008)

- Work with State agencies, housing providers, services agencies and homeless advocates from around the State to implement the Homeless Families Services Fund, a new statewide program that provides stable, long-term services funding for homeless families in transitional housing. CDBG-funded planning staff will contribute to this activity. (OH; ongoing)

d) **Encourage provision of supportive services in permanent affordable housing projects to allow persons that are chronically homeless or formerly chronically homeless to achieve and sustain housing.** The Taking Health Care Home project is a two-year initiative funded by the Robert Wood Johnson Foundation with oversight by the Corporation for Supportive Housing. OH is the lead entity in this interagency planning effort, which includes other local partners -- the City of Seattle Human Services Department, King County Community and Human Services, King County Mental Health and Chemical Abuse and Dependency and Division, Seattle/King County Public Health and AIDS Housing of Washington -- as well as state funders and an affiliated Spokane effort. Its goals are to create more units of permanent supportive housing for persons who are disabled and have long histories of homelessness, and to align service and housing funds to increase or re-direct resources to better serve this population.

Accomplishments:

- Establish a King County Funders group that consists of key service and housing funders in Seattle/King County, with the goal of strategically realigning housing and services dollars to create permanent supportive housing projects serving persons who are disabled and have long histories of homelessness. (OH; 2005-2006)
- Create 200 units of permanent supportive housing in Seattle through both new development and utilizing existing housing resources. These projects would use available capital and operating funds for housing, including OH-administered Levy, HOME and CDBG funds, linked with mainstream services funding. (OH; 2005-2006)
- Gather data and conduct analysis on the cost effectiveness and clinical benefits of permanent supportive housing for the chronically homeless population. CDBG-funded staff is expected to contribute to this activity. (OH; 2005-2006)

e) **Provide rental assistance to families and individuals to help maintain their housing stability.** Each year more than 4,000 very low-income tenants come into contact with local nonprofit services providers in search of help to gain adequate housing or maintain their current housing. Many of these face eviction without effective intervention services to alleviate the housing crisis. Housing displacement resulting from eviction puts these families and individuals at high risk of homelessness. Their very low incomes and history of eviction make it extremely difficult to find other housing. Likewise, many households transitioning from homelessness to permanent housing need additional support for them to maintain housing stability. Emergency and temporary rental subsidies funded through the City, coupled with available long-term SHA housing voucher programs, provide some of the resources to begin to address housing instability as a cause of homelessness.

Accomplishments:

- Provide CDBG, HOME and Housing Levy funds for rental assistance and/or move in assistance, linked with case management, to approximately 100 individuals and families who are homeless or at risk of homelessness to support their permanent housing stability. (HSD/CSD; annual)
- Provide HOPWA funds for tenant-based rental assistance, linked with case management, for persons with HIV/AIDS who need subsidized rent to maintain their current housing pending placement in sustainable, permanent, affordable housing. Of the 100 households who receive rental assistance, 80 will maintain their housing for 3 months and 40 will be placed in permanent housing. (HSD/CSD; annual)
- Use a portion of SHA's Housing Choice Voucher resources strategically to strengthen the continuum of housing by devoting one-half of the tenant-based vouchers issued to new households annually, up to a maximum of 30 percent of SHA's voucher inventory, to the agency-based voucher program. This program allows nonprofit agencies to house their homeless and special needs clients who have extremely low incomes. (SHA; ongoing)

f) **Foster stability and self-sufficiency among SHA residents and program participants by creating a variety of service-enriched environments and providing a range of supportive services.** As of September 2003, about 1,600 or 18 percent of individual residents of SHA public housing were elderly, and another 2,000 had one or more disabilities. About 1,100 public housing households had at least one member who was working, yet the annual median income of this group was about $17,000. Another 150 households reported their sole source of income as TANF, with annual incomes in the $4,000-$8,000 range. To better serve this range of residents, SHA creates service-enriched living environments within its housing to meet specific needs. In addition, SHA works with a variety of partner agencies to provide services that enable elderly and disabled households to live independently and be as self-sufficient as possible, and to help residents who could be working to find and keep a job, and work their way up the economic ladder. SHA uses HUD funds that are available only to public housing authorities, as well as some rental income, to leverage other local service resources.

Accomplishments:

- Identify particular high rise communities where different packages of case management and other supportive services will be provided to create a continuum of housing options for households with a wide variety of supportive services needs. (SHA; 2005-2008)
- Designate up to three SHA public housing high-rises for the elderly, and two or more smoke-free communities in SHA housing in response to market demand for this type of housing. (SHA; ongoing)
- Provide CDBG and SHA funds for case management services for approximately 1,650 SHA residents who are elderly or have a disability to allow them to remain in SHA's independent living communities. (HSD/ADS, SHA; ongoing)
- Provide crisis intervention for approximately 125 residents per year with mental illness to prevent their eviction from SHA communities and maintain quality of life for their neighbors, using a HUD ROSS grant. (SHA; ongoing)

- Provide SHA and HUD funds for self-sufficiency services for SHA residents who -- with ESL, child care, youth programs, job training, home ownership education and access to similar services -- will be able to move up the economic ladder and into the private housing market. (SHA; ongoing)
- Promote Section 3 initiatives that will result in an increase in the number of public housing residents hired for construction and other employment, and an increase in the number of contracts funded with HUD resources awarded to businesses owned by or employing low-income people. (SHA, HSD/CDBG; ongoing)

g) **Through planning initiatives and evaluation studies, work to improve program delivery and services, as well as increase housing and services funding, for supportive housing.** A range of efforts is underway to improve outcomes for homeless and disabled people, with the goal of ending homelessness for individuals and families. City staff is actively involved in these activities, producing plans that are required by HUD and other funders, and working to coordinate planning and implementation strategies for a broad range of programs.

Accomplishments:

- Ten Year Plan to End Homelessness. Implement policy goals and recommendations relating to transitional and permanent housing for homeless families and individuals that are recommended by Seattle-King County's ten-year homeless planning initiative led by the Committee to End Homelessness. CDBG-funded staff will contribute to the activity. (HSD/CSD, DVSPO and DFYS, OH; ongoing)
- Taking Health Care Home. Administer a national grant at the King County and Statewide levels to develop stable, permanent housing with supportive services for chronically homeless persons. Advance policies and regulatory changes to leverage federally funded mainstream systems, particularly Section 8 housing and Medicaid services, for housing of chronically homeless persons. (OH; 2005-2006)
- Sound Families Initiative. Provide administrative support to the Sound Families Initiative, which, in addition to funding transitional housing for homeless families, addresses a range of regional policy issues related to family homelessness at both the systems and program levels, including funding coordination, service delivery, family outcomes and evaluation. CDBG-funded staff will contribute to this activity. (OH; ongoing)
- Homeless Youth and Young Adults. Work with Youth and Young Adult Housing Task Force and the DSHS Adolescent Work Group to identify need, develop resources and improve programs to provide housing for youth exiting the criminal justice system and prevent homelessness among adolescents in the foster care system. (HSD/DFYS; 2005-2006)
- Domestic Violence. Work with the King County Coalition Against Domestic Violence, King County, United Way and private funders to identify needs, develop resources, and improve programs to provide housing for victims of domestic violence and their children. (HSD/DV; 2005-2006)
- HIV/AIDS. Implement recommendations of the 2004 HIV/AIDS Housing Needs Assessment and Plan through an outcome-based RFP encompassing two target areas – system improvements to support housing stability and increased customer benefits to

support housing stability. This plan is updated every two years to assess critical housing and system issues, gaps and needs, and to provide appropriate resource allocation. Outcomes resulting from the Fall 2004 RFP will be included in the 2005 update to this Consolidated Plan. HOPWA-funded staff will contribute to this activity. (HSD/CSD; 2005-2008)

- Evaluation and Outcomes. In coordination with current planning efforts that involve housing and services providers and funders – the Outcome Alignment Group, Sound Families Initiative evaluation, the federal McKinney program and others – improve measurement and reporting of outcomes for homeless individuals and families in supportive housing. CDBG-funded staff will contribute to this activity. (HSD/Directors Office, OH; ongoing)

Objective 3: Increase opportunities for low-income households to purchase their first home, and to assist low-income homeowners make needed repairs to enable them to stay in their homes.

Strategies

a) **Provide downpayment assistance to low-income first-time homebuyers purchasing a home in Seattle.** Several studies suggest that homeownership is positively linked to family stability, improved property maintenance, improved residential satisfaction and neighborhood stability. The homeownership rate in Seattle has been decreasing, however, particularly among minority groups, which make up 27% of the Seattle population. Home prices in Seattle have outpaced income growth, making it increasingly difficult for low-income homebuyers to purchase in Seattle. OH allocates funds to nonprofit housing providers, for-profit developers and mortgage lenders to provide downpayment assistance for first-time homebuyers, enabling them to afford a home in Seattle.

   Accomplishments:
   - Allocate Levy and HOME funds to development projects and lending programs, providing downpayment assistance funds to assist approximately 50 first-time homebuyers purchase homes in Seattle. (OH; annual)
   - Provide loan servicing for a portfolio of 170 first-time homebuyer second mortgage loans as of 2003, which were funded with Levy or HOME funds. Levy and CDBG funds support this activity. (OH; ongoing)
   - Assist up to 30 public housing resident households or Housing Choice Voucher participants to purchase homes through a pilot Housing Choice Voucher home ownership program, providing education, counseling and purchase or mortgage assistance. (SHA; 2004-2006)
   - Develop strategies to increase use of City-funded downpayment assistance in affordable home purchases and to implement other mortgage finance recommendations from the 2004 Homeownership Summit convened by the City of Seattle. CDBG-funded staff will contribute to this activity. (OH; 2005-2006)

b) **Encourage programs and activities that increase the supply of affordable homeownership units in Seattle.** Market studies indicate strong unmet demand for newly constructed for-sale housing to serve working individuals and families in Seattle. Demand exists for all forms of ownership housing, including small lot detached housing, townhomes and secured elevator buildings close to transit services. Because of high land and building costs, however, constructing new homes for a family at 80% of median income is almost impossible without subsidy. OH supports development of affordable ownership housing in a number of ways: by allocating capital funds to reduce development costs and provide downpayment assistance, by developing affordable housing goals and strategies for inclusion in redevelopment efforts such as South Lake Union, and by recommending new policies and incentives that will make it easier to

develop affordable housing. In addition, SHA has established homeownership goals for its redevelopment communities, and is making land available for affordable for-sale homes.

Accomplishments:

- Provide affordable building lots to Habitat for Humanity, which will construct new homes using its sweat equity model for households with incomes below 50% of median at NewHolly and High Point. Levy and HOME funds will be used to assist buyers to purchase the homes. (SHA, OH; 2005-2008)
- Implement an affordable homeownership program at Rainier Vista that includes new homes affordable to households with incomes below 50% of median. Levy and HOME funds will be available to assist buyers to purchase the homes. (SHA, OH; 2005-2008)
- As a condition of sale of land to private builders, provide newly constructed housing at a wide variety of prices at SHA's master-planned, mixed-income communities (NewHolly, High Point and Rainier Vista), providing housing opportunities for low and moderate income buyers. (SHA; 2005-2008)
- Develop strategies to promote development of affordable homeownership housing and to implement development-related recommendations of the 2004 Homeownership Summit convened by the City of Seattle. CDBG-funded staff will contribute to this activity. (OH; 2005-2006)
- Working with housing organizations, builders and lenders, seek solutions for condominium liability insurance problems, in order to spur affordable condominium construction while protecting the ability of condominium owners to access repairs and compensation from builders where justified. CDBG-funded staff will contribute to this activity. (OH; ongoing)

c) **Provide low-interest loans and grants to low-income homeowners for home repair and weatherization**. Assistance with home repair is an important tool for assisting low-income, often elderly, homeowners to stay in their homes. The programs protect existing affordable housing, and benefit the surrounding the neighborhood. OH provides low-interest home repair loans and weatherization grants to qualified low-income home owners. Home repair loans address a variety of needed repairs, such as roof, windows, accessibility, sewer and plumbing. Weatherization grants pay for insulation, air sealing, indoor air quality, appliances and other improvements that help homeowners reduce their energy costs**.**

Accomplishments:

- Provide loans for critical health and safety home repairs to approximately 45 low-income homeowners each year, using proceeds from loans previously made with CDBG, Levy and bond funds. (OH; annual)
- Fund weatherization improvements using local, state and federal utility funds, enabling approximately 250 low-income homeowners to save on energy costs. (OH; annual)
- Provide loan servicing for a portfolio of 700 home rehabilitation loans as of 2003, made with CDBG, Levy and bond funds. CDBG-funded staff will carry out this activity. (OH; ongoing)

- Provide more than 2,000 low-cost minor home repairs for approximately 675 low-income senior and disabled homeowners annually using CDBG funds. (OH; annual)

d) **Promote education and counseling for low-income first-time buyers and homeowners.** Homebuyer education is critical to ensuring that first-time homebuyers, particularly low-income buyers, understand the choices and commitments they are making when purchasing a home. With homebuyer education and one-on-one counseling, a low-income family with credit issues or other problems can become eligible to purchase a home. In addition, mortgage default counseling assists low-income homeowners who are in jeopardy of losing their home due to predatory lending or other financial hardships to make the right decisions to preserve their financial well-being. OH can play an important role -- through collaboration, public education and funding -- to promote high quality, language- and culturally appropriate homebuyer education and counseling that is available throughout the City. In addition, SHA can access HUD funding to provide counseling for public housing residents working toward homeownership. CDBG- and HOME-funded staff will contribute to these activities.

Accomplishments:

- Through partnerships with nonprofit housing counseling agencies, provide homebuyer education and, as needed, one-on-one counseling to low-income, first-time buyers using OH-funded downpayment assistance. Identify potential funding sources to support the required home purchase education and counseling for homebuyer program participants. (OH; ongoing)
- Assist 20 SHA public housing tenants annually to utilize their Family Self-Sufficiency escrow accounts for home purchase by providing culturally specific outreach to qualified tenants and assisting them with credit issues, accessing lending programs, housing search and other needs. (SHA; ongoing)
- Working with lenders, public agencies and nonprofit partners, review and revise homebuyer education and counseling curricula to improve consistency and coordination, and provide standardized materials in a variety of languages. (OH; 2005-2006)
- Develop additional strategies to improve homebuyer education and counseling, and implement recommendations relating to home buyers developed at the 2004 Homeownership Summit convened by the City of Seattle. (OH; ongoing)

e) **Develop initiatives to assist homeowners at risk of losing their home due to predatory lending practices**. In Seattle as in the rest of the country, there is a growing trend toward abusive and fraudulent practices in the mortgage lending and servicing industries. Predatory lenders use high-pressure and often deceptive sales tactics to push homeowners into refinance loans with costly and unfair terms. Through excessive interest rates and fees, these loans strip equity from homes and sometimes weigh down borrowers with such unmanageable debt that they are likely to end up losing their homes. These practices are commonly targeted to lower-income owners who have built equity in their homes, especially senior and minority households living in low-income and gentrifying neighborhoods. OH is part of a coalition of housing counseling agencies, legal advocates and government agencies working to develop educational and prevention strategies and

well as intervention and assistance for homeowners who have been victims of predatory practices. CDBG-funded staff will contribute to these activities.

Accomplishments:

- Working with the Coalition for Responsible Lending and private lenders, establish a mortgage refinance program to assist homeowners who have been victims of predatory lenders. (OH; 2005)
- Working with the Coalition for Responsible Lending and nonprofit partners, expand outreach to homeowners, especially elderly homeowners, in low-income and minority communities who may be targeted for predatory refinance loans. Provide referrals for counseling, and financial and legal assistance as needed. (OH; ongoing)
- Develop strategies to address the findings of research being conducted for the Seattle Office for Civil Rights, which is investigating patterns of mortgage foreclosure to assess potential discrimination in mortgage lending. (SOCR, OH; 2005-2006)

Objective 4: Build strong communities by increasing the availability of affordable housing options in Seattle's urban centers and by using affordable housing as a catalyst for other economic development activity in distressed neighborhoods.

Strategies

a) **Increase the overall housing supply in Seattle's urban centers, including a full range of affordable housing, in particular affordable workforce housing.** Seattle's Comprehensive Plan identifies certain urban centers and neighborhood business districts (urban villages) as the locations where the majority of housing growth in the city will occur. These areas include land for residential development and redevelopment at middle and higher densities. The City is also addressing the broader needs of these areas -- including transportation, infrastructure and parks -- to help promote sufficient housing for the projected population growth and to help maintain a healthy jobs/housing balance. As these areas develop, it is essential that a portion of the housing development is affordable to low- and moderate-income households. This affordable housing can be achieved through both new development and preservation of existing low-cost housing. CDBG-funded staff will contribute to these activities.

<u>Accomplishments:</u>

- Develop programs and initiatives to stimulate housing development and achieve affordability; preserve existing low-cost housing stock to maintain diversity of housing type and affordability; and increase program activities focussed on workforce housing and opportunities for employees to live near their jobs. (OH; 2005-2008)
- Explore ways to exempt affordable housing developments from absorbing the cost of off-site infrastructure improvements, which would increase the number of assisted housing units produced by housing subsidy sources. (OH; 2005-2008)
- Identify and implement comprehensive housing strategies and action steps in South Lake Union to reach aggressive new housing objectives, which are linked to planned residential and job growth as well as to transportation and other public facility investments in the community. (OH; 2005-2008)
- Identify and implement comprehensive housing strategies and action steps in the University District to achieve revitalization objectives for the neighborhood's commercial-residential urban village. (OED, OH; 2005-2006)
- Identify new housing strategies throughout Downtown to promote opportunities for employees of all income levels to live near their work. (OH; 2005-2008)
- Identify strategies in Pioneer Square and International District that promote and facilitate renovation of vacant space in older buildings for mixed-use developments that include affordable housing. (OH; 2005-2008)
- Working with the Department of Planning and Development, identify and implement strategies in the Northgate area to promote additional housing and mixed-use

development adjacent to the commercial areas, new community facilities and open space. (OH; 2005-2006)

b) **Promote development of mixed-use, mixed-income projects designed to advance both housing and community development goals in economically distressed neighborhoods.** Experience in economically distressed neighborhoods shows that new development often requires subsidy. These subsidized projects ideally act as a catalyst to attract additional development that boosts market interest and feasibility of private unsubsidized development. Strategies listed below are designed to help stimulate and support key mixed-use and mixed-income project activity that addresses multiple community development objectives in many ways. OH activities join with other City activities to facilitate economic development, in particular, activities performed by the Office of Economic Development, which are included in Goal 3 of this section as Objective 1: Catalyze Community Reinvestment. CDBG-funded staff will contribute to all OH activities below.

Accomplishments:

- Support development and rehabilitation of residential and mixed-use projects in communities that have been designated Housing Investment Areas by providing rental housing funds through the Levy's Neighborhood Housing Opportunity Program (NHOP) and Levy-funded homebuyer assistance, which have been prioritized for these communities. Provide NHOP funding for about 28 units annually. HOME, CDBG and other Levy funds are also available for these areas. (OH; annual).
- Support mixed-income residential development, both rental and home ownership, using the Multifamily Property Tax Exemption program. The program provides a ten-year property tax exemption for residential improvements in selected communities; housing can be developed in residential-only buildings or mixed residential-commercial developments. (OH; ongoing)
- Seek opportunities for joint funding of mixed-use housing and commercial developments in the Rainier Valley with the Rainier Valley Community Development Fund to promote revitalization and preserve economic diversity in the community. (OED, OH; 2005-2008)
- Working with community partners, identify and secure key revitalization properties via bridge lending, surplus property disposition, land assembly and other strategies. Levy and CDBG funds may be used for this activity; see Goal 3 for related strategies. (OH, SHA, OED; ongoing)
- Continue the transformation of three SHA public housing garden communities into mixed-income, mixed-use neighborhoods. The three redevelopments – NewHolly, Rainier Vista and High Point – will each include rental units for households with very low incomes, moderately priced rental housing, for sale housing affordable to first time home buyers with incomes below 80 percent of area median income, and market-rate for sale housing. The developments will also include commercial development, community facilities, parks and open space, and links to transit. All public housing will be replaced with very low-income rental units, either on- or off-site. Federal HOPE VI funds, other federal resources, SHA resources and OH funds are supporting

these developments. Levy and HOME-funded downpayment assistance is available for low-income homebuyers in these communities. (SHA, OH; ongoing)

- Plan for the redevelopment Yesler Terrace, a 561-unit public housing community and the last of SHA's World War II-era housing. SHA will create a broad-based neighborhood vision involving Yesler Terrace residents, adjacent neighborhoods and other stakeholders, then develop a more detailed master plan including a rezone plan. (SHA; ongoing)

c) **Increase the use of land use incentives that enable voluntary contributions to affordable housing by private and nonprofit developers.** Land Use incentives have been created in several communities, most notably in Downtown, to provide voluntary incentives to developers that result in affordable housing that helps mitigate the impact of commercial development. The City is considering expanding use of these types of incentives in other neighborhoods, particularly those located adjacent to Downtown. These incentives could potentially help create a diverse mix of housing types and prices as called for in Neighborhood Plans and Seattle's Comprehensive Plan. All zoning and regulatory changes must be made in accordance with Seattle Comprehensive Plan policies. CDBG-funded staff will contribute to these activities.

Accomplishments:

- Consider possible incentives that result in affordable housing whenever zoning allows increased development potential; particularly when considering increased FAR/height. (OH; 2005-2006)
- Consider expanding the use of Housing Bonus and Transferable Development Rights programs to facilitate affordable housing development in Center City neighborhoods adjacent to Downtown. (OH; 2005-2006)

d) **Use affordable housing programs to prevent displacement in revitalizing communities.** In areas of the City where housing prices and rents are rising rapidly, including the Central Area, Delridge, and areas within Southeast, special efforts are needed to mitigate displacement of low-income residents. Development of moderately priced rental and ownership housing, and assistance to low-income homeowners, can give long-time residents the opportunity to remain in the community. CDBG-funded staff will contribute to the following program development activities.

Accomplishments:

- Identify and assist low-income homeowners in need of home repair assistance through targeted marketing efforts in communities where housing costs are rising and displacement is becoming a community concern. (OH; ongoing)
- Provide incentives for affordable rental housing where needed to promote a mix of housing types to help maintain housing choice and diversity. (OH; annual)
- Develop homeownership strategies, such as purchase-rehab and lease-to-own, that can allow long-time residents of the neighborhood to have an opportunity to purchase a home and stay in the community. (OH; ongoing)

Goal 1 Outcome Measure

Families transitioning out of homelessness achieve housing stability

A transitional housing project that has received OH housing funds will be selected for outcome evaluation by the end of 2005. The selected project may be entirely transitional housing for homeless families, or may be a larger, mixed-income housing project containing transitional units. The project is expected to also receive capital and services funding through the Sound Families Initiative, and will report family outcomes as part of the Sound Families evaluation program.

Milestones for contracting and construction are estimates that depend on the time needed to secure other development fund sources. Reporting on household outcomes will be supplemented with case manager interviews to provide context and insight into the factors affecting the success of the participating homeless families.

Activities	Milestones	Verification
-- Application submitted to OH -- OH underwrites project -- Preliminary Section 8 approval by SHA -- Funding approved by OH credit committee	1. **Housing Funding Commitment**. OH commits capital funding for approximately 10 transitional housing units for homeless families.	OH fund reservation letter
-- Application submitted to Sound Families -- Proposal evaluated and approved	2. By 7 months from funding commitment, Sound Families Initiative commits capital and services funding.	Sound Families funding award letter
-- Funding applications submitted and approved	3. By 18 months from funding commitment, all required capital fund sources are secured and OH contract is executed.	OH contract
-- Permits issued -- Construction bids received -- General contractor selected and under contract	4. By 24 months, design and permitting completed and construction begins.	Construction contract Permits

Activities	Milestones	Verification
-- Final construction payments approved -- SHA HAP contract completed -- Other services funding secured	5. By 36 months, construction completed. Rental assistance and services funding secured. Lease-up begins.	Certificate of occupancy HAP contract Service provider agreement (MOA)
-- Tenants sign leases -- Individual tenants meet with case managers	6. **Program Operation Start-Up**. By 40 months from funding commitment, all transitional units are occupied. Participants establish case management plans.	Occupancy report
-- Participants make progress on job training, education, treatment and other programs per their case management plan	7. By 6 months following program start-up, 70% of original participants take actions to address/resolve obstacles to obtaining permanent housing.	Data reported by case managers
-- Participants apply for and obtain housing subsidy and/or job	8. By 12 months following program start-up, 50% of original participants secure housing subsidy and/or employment.	Data reported by Case managers
-- Participants identify and lease housing	9. By 14 months following program start-up, 45% of original participant families move out of transitional housing into permanent stable housing.	Data reported by case managers
-- Provider or evaluation consultant contacts former participants	10. By 20 months following program start-up, 40% of original participant families remain in stable housing.	Information reported by service provider or evaluation consultant

GOAL 2:
Help Low-Income People Meet Their Basic Self-Care and Other Survival Needs, and Improve their Social and Economic Well-Being

Of the investments our City makes to build a strong and vibrant community, one of the most important is the investment in services that promote the health and security of those who are in the most need of the community's help. The City uses a variety of resources to ensure that these vulnerable members of our community are free from hunger, safe in their homes or in shelter and service facilities, obtain education and job skills to be economically self-sufficient, and maintain adequate health to live independently and with dignity.

To guide much of the investments in these services, the City has created a Human Services Strategic Investment Plan (SIP). This plan was developed over an eight-month period by City staff working with community stakeholders including clients, other funders, providers, and the faith community. The Plan's guidance is only applicable to funding activity funneled through the Human Services Department (which provides the bulk of funding for Goal 2 services). The SIP guides all of the Department's investments, not just the Consolidated Plan funds. Therefore, CDBG or Consolidated Plan funds do not fall into all of the recommendations of the SIP. Rather, the Consolidated Plan funds are allocated to projects and service contracts according to such criteria as whether or not agencies are able to comply

with federal audit requirements (OMB Circular A-122), whether the service is eligible for the fund source and the ease of reviewing the eligibility of clients served by those programs. The SIP provides five recommendations to guide human services investments.

1. The City will target its investments in human services to meet the following six community goals and will seek to influence a common set of community indicators, mutually developed and adopted by the City, King County and the United Way.
    a. Food to eat and a roof overhead
    b. Supportive relationships within families, neighborhoods and communities
    c. A safe haven from all forms of abuse and violence
    d. Health care to be as physically and mentally fit as possible
    e. Education and job skills to lead an independent life
    f. Equal access to high quality, culturally competent services

2. The City will establish and fund an improved system of accountability, using rigorous evaluation and performance based contracts to ensure that City investments are achieving their intended results.

3. The City recognizes the dual importance of the following funding objectives: preserving a safety net of essential emergency services and investing in programs that help vulnerable persons achieve social and economic success. The City will work to preserve a safety net of essential emergency services, and over time, strive to increase the percentage of its human services resources that are invested in programs that help vulnerable persons achieve social and economic success.

4. Future investments in children and youth services will focus resources on children and youth with the greatest needs in order to reduce disproportionality in education, health and safety.

5. The City will work with United Way, King County, the Washington State Department of Social and Health Services, private funders and interested suburban cities to form a new King County Alliance for Children and Youth.

The Goal 2 section of the Consolidated Plan addresses five objectives to help people meet their basic self-care and other survival needs and improve their social and economic well-being. They are:

- Meet the emergency needs of homeless and low-income persons
- Ensure that homeless and low-income households can secure and sustain housing
- Improve and enhance program delivery systems to low-income persons
- Improve and promote social and economic self-sufficiency of low-income persons and neighborhoods/communities
- Improve opportunities for children to succeed in school

The reader will note that emergency food and meal programs are not included in these Consolidated Plan strategies. The City does not use any of the Consolidated Plan funds to support food banks, meal programs, or other nutrition-oriented programs. Such programs are supported mostly with local General Fund revenues. Similarly, many of the broader services

provided under the City's homeless services continuum of care are funded with non-Consolidated Plan funds, such as McKinney funds and General Funds.

The Consolidated Plan funds are not heavily involved in funding programs and services aimed at school success, youth and family development, and community social development. Much of these services are funded with Families and Education Levy resources and other funds. The Consolidated Plan funds are, as mentioned previously, more targeted give agency capacity and eligibility considerations.

OBJECTIVE 1: Meet the emergency needs of homeless and low-income persons.

Strategies

a) **Provide emergency shelter with appropriate supportive services to homeless adults, families and youth through contracts with community-based organizations**. As a temporary place to stay, emergency shelters provide a means for homeless people and victims of domestic violence to be safe and to have their basic health, food, clothing, and personal hygiene needs addressed. As stated previously, according to the most recent point in time count conducted in October 2003, there were 1,802 unsheltered individuals (homeless individuals not in a shelter) in Seattle. The City currently provides support to 22 emergency shelter programs for single adults, families, and victims of domestic violence with CDBG, ESG, and General Funds. Most shelters open between 7-10 P.M. and are closed during the day after 6:00 A.M.

   Accomplishments:
   Approximately one-half of the funds expended in 2004 for emergency shelter support, or about $2.2 million, came from the CDBG program. The accomplishments listed below are for all emergency shelter programs receiving City support.
   - 1,200 homeless single adults and families with children will transition from the street and into more appropriate housing. (HSD/CSD; annual)
   - 39 women who are victims of domestic violence, along with their children, will transition into appropriate housing through programs funded in part with CDBG and ESG. (HSD/DSVPO; annually beginning January 2006)
   - Conduct a Request for Proposals (RFP) process that incorporates elements of the Strategic Investment Plan, Ten Year Plan to End Homelessness, best practices, and community input to allocate CDBG, ESG, and General Funds for homeless services, including emergency shelter, transitional housing, and other homeless support programs, for homeless single adults and families. This RFP, to occur in 2005 and affecting 2006 funding allocations, will be combined with the RFP found in Goal 1, Objective 2. (HSD/CSD; 2005)

b) **Provide appropriate supportive services to homeless youth and young adults (18 years and older) through contracts with community-based organizations.** At any given time in Seattle, 800 youth (under 18 years) and young adults (18 years and older) find themselves homeless, without a safe, stable place to sleep and not living as part of a family with a responsible parent figure. These young people and youth at risk of homelessness generally have experienced significant trauma and disruption in normal developmental processes**,** resulting in a lack of basic life skill competencies and subsequent failure in a number of programs.

Homeless youth services programs provide creative outreach, case management, emergency shelter, referral and support to assure that homeless youth and young adults access the necessary level and types of service to effectively transition off the streets and into safe and stable housing and, at maturity, permanent housing. Neighborhood-based multi-service centers act as hubs for homeless and at-risk youth offering outreach, case management, meals, employment and training, GED classes, health care, substance abuse and mental health counseling, AIDS prevention, and harm reduction services. CDBG- and ESG-funded services play an important role in supporting emergency and transitional services (including transitional housing as referenced in Goal 1, family reconciliation services and independent living programs) in the continuum of care for youth and young adults that is primarily funded by the City General Fund and McKinney resources with significant assistance from the faith community. The results of CDBG and ESG investments are listed below.

<u>Accomplishments</u>

- 337 homeless youth will meet their basic needs for food, shelter and hygiene and access assistance in finding stable housing, employment, health care, education and other community services. (HSD/DFYS; annual)
- 765 homeless young adults will meet their basic needs for food, shelter and hygiene and access assistance in finding stable housing, employment, health care, education and other community services. (HSD/DFYS; annual)
- 95 homeless youth will improve their level of safety by meeting their immediate housing needs and will access assistance with connection to mainstream resources. (HSD/DFYS; annual)
- 282 homeless young adults will improve their level of safety by meeting their immediate housing needs and will access assistance with connection to mainstream resources. (HSD/DFYS; annual)

c) **Provide hygiene services and day center services to homeless and low-income persons through contracts with community-based organizations.** The City of Seattle undertook a thorough review of daytime drop-in and hygiene services for homeless people in downtown Seattle. This survey determined that many of the existing centers, seven of which are supported with CDBG and ESG, were overcrowded and above capacity. The downtown library was being used as a de facto day center for homeless people without having the trained staff to help homeless people with a variety of mental health and related

issues. Inappropriate use of doorways and alleys downtown as toilets demonstrated the need for hygiene services.

In the last three years there has been an expansion of services for homeless women. Planned additions for homeless youth have not come to fruition. Day center capacity for single men not part of a shelter program has been reduced. While referral to homeless services for single women has been maintained, there is no such referral site for homeless single men. There is no access point for single men to get linked to the housing and services necessary to end their homelessness.

The City of Seattle has identified the need for expanded day and hygiene services for several years. If expanded capacity is provided in the future, it shall only be done in conjunction with the provision of outreach, assessment and referral services that seek to connect homeless individuals with appropriate housing. This program model is consistent with the Housing First policy that will be included in the Ten-Year Plan to End Homelessness currently under development by the City.

Accomplishments:

- Approximately 500,000 hygiene visits. (HSD/CSD; annual)
- Increase capacity of day centers for single adult men. (HSD/CSD; 2006)

d) **Shift our system toward use of a "housing first" approach for persons with disabilities who have long histories of being homeless.** In the sections on the needs of the homeless and special populations, we have seen that persons who reside on the streets or shelters for long periods of time and who suffer from an array of chronic health conditions have trouble accessing our service and housing systems. In our current system at this time, significant barriers exist that prevent persons from obtaining and remaining in housing. As a result, many of these individuals frequently use our most intensive and/or expense services such as emergency rooms, crisis triage units, detox, inpatient psychiatric units and jails. A "housing first" approach would lower barriers and align resources to transition this population directly from the streets to permanent supportive housing projects, thereby reducing and shortening the use of shelter and other crisis response services. Staff funded with CDBG and local resources will be engaged in this effort.

Accomplishments:

- Work to incorporate this approach in the Ten Year Plan to End Homelessness. (OH, HSD/CSD, DSVPO, and HSD/DFYS; 2005)
- Create financial incentives and resources for housing and service providers to target services or set-aside units for this population to support rapid transition and continued support within permanent supportive housing projects. (OH; ongoing)
- Create 200 units of permanent supportive housing that include linkages to mainstream services such as mental health, chemical dependency and health related services for persons with disabilities with long histories of homelessness. (See also Goal 1) (OH; by end of 2006)

- Identify resources to improve linkages to mainstream services including mechanisms to expedite persons onto SSI/Medicaid. (OH; pilot project commenced by end of 2005)

OBJECTIVE 2: Ensure that homeless and low-income households secure and sustain housing.

Strategies

a) **Contract with community based organizations to prevent eviction of low-income renters from their housing**. In a recent reporting period the Crisis Clinic received over 7,000 calls from households seeking financial assistance for rent, mortgage, and utilities. These individuals and families are on the verge of losing their homes, being evicted or have received a notice to terminate their rent subsidy. Ready access to safety net and eviction prevention services is critical for these households. These services are cost effective ways to keep people housed. The need for these services is supported by respondents to the Community Development Household Survey. Currently, CDBG and General Funds support 10 non-profit providers to provide these services.

Accomplishment:

- Of the approximately 540 households who receive services annually, 60% or 325 will stay in permanent housing for six months after provision of services. Fund sources for this accomplishment include CDBG and General Funds. (HSD/CSD; annual)

b) **Using CDBG and other funds from the Seattle Housing Authority, federal Title XIX, and the City's General Fund, provide community outreach, referral and/or case management services to help senior and disabled adults remain in their housing, including SHA residents (see also Goal 1, Objective 2).**

Accomplishments:

- The SHA Case Management Program serves up to 4000 residents in 52 SHA buildings through a three-way partnership. It is expected the three partners, Aging and Disability Services (ADS), Asian Counseling and Referral Services (ACRS), and Chinese Information Service Center (CISC), will serve a total of 1,658 aging and disabled residents by providing a broad range of support service including case management, eviction prevention, crisis debriefing, information, and assistance. (HSD/ADS; annual)
- The SHA Case Management Program partnership will prevent 350 evictions through timely crisis intervention techniques used by service coordinators. This approach prevents homelessness among residents with mental illness and maintains quality of life for their neighbors. (HSD/ADS; annual)

- The "Homesharing for Seniors Program" will provide information/referral to 3,000 individuals and match 40 frail elders or adults with disabilities with tenants to provide stable housing in exchange for a modest rent and/or needed assistance with home maintenance, household chores, or activities of daily living. (HSD/ADS; annual)

OBJECTIVE 3: Improve and enhance program delivery systems to low-income persons by developing effective strategies through planning, evaluation and advocacy initiatives.

Strategies

a) **Ensure that Human Services Department allocations are focused on improving community conditions identified in the Human Services Strategic Investment Plan (SIP).** The SIP Recommendation #1 specifies that the city will target its investments in human services to meet the six previously identified community goals and will seek to influence a common set of community indicators, mutually developed and adopted by the City, King County and United Way.

Accomplishment:

- Regularly update the Human Services Strategic Investment Plan. Planning staff funded in part or in whole with CDBG funds will contribute to these regular updates. (HSD/Directors' Office and Division Leads; Spring 2006 and Spring 2008)

b) **Enhance our continuum of care system to identify the needs of people who are homeless or at risk of being homeless and coordinate a plan of action for addressing them.** Several new initiatives are leading to increased coordination between local, state and federal efforts to assist homeless persons and a retooling of our current crisis-oriented response to a more client-focused, outcome based system. These initiatives, which are supported by promising practices being successfully implemented across the nation, include the Committee to End Homelessness Ten Year Plan, Taking Health Care Home, Washington State Policy Academy on Chronic Homelessness, McKinney Steering Committee, and HIV/AIDS Housing Needs Assessment and Plan. CDBG-funded planning staff as well as staff funded with City General Funds and local and federal resources will contribute to this body of work.

Accomplishments:

- Complete and begin implementation of the Ten Year Plan to End Homelessness. (HSD/CSD, HSD/DFYS, HSD/DSVPO, OH; Completion 12/2004 and ongoing)
- Incorporate relevant policies from the State policy Academy on Chronic Homelessness. (HSD/CSD, OH; ongoing)

c) **Complete implementation of a homeless management information system (HMIS) to obtain and evaluate data about homeless people.** Safe Harbors HMIS is a web-based application that is designed to collect basic demographic, services provision, and other information about homeless persons served by agencies in our continuum of care. It is designed to aggregate client-level data to generate an unduplicated count of homeless people. Agencies, policy-makers, funders and others will be able to evaluate our continuum of care to identify gaps in housing and services, inform decision makers and public policy, and comply with HUD funding requirements. The development and initial implementation of the Safe Harbors system is funded with local fund sources and federal McKinney funds.

Accomplishments:

- Implement Safe Harbors by enrolling programs each month such that 80% of the bed nights in emergency shelters, transitional housing, and permanent supportive housing participate in the HMIS. (HSD/CSD; monthly through 2008)
- Enroll McKinney-funded services only projects in Safe Harbors. (HSD/CSD; 2006-2008)

d) **Build strong and healthy communities by increasing the participation of low-income persons in community planning activities to identify strategies that improve their social and economic well being.** Communities That Care is a community-based planning model that actively engages all segments of the community to promote positive youth development. Through this model community members evaluate the risk factors negatively influencing their youth, prioritize what risk factors are most important and develop effective prevention strategies for their specific needs.

Accomplishments:

- Recruit and develop Community Boards that will consists of 10-15 community members to youth, families, community-based organizations, service providers, educators, faith-based organizations, etc. (DON/Communities That Care; annual)
- Train Community Boards in the CTC planning model during which they will accomplish the following tasks:
    - Prioritize 3-5 neighborhood issues for youth
    - Assist with community outreach and planning updates.
    - Host 3-5 community focus group meetings
    - Host and participate in 2 community-wide events

e) **Provide low-income neighborhoods with opportunities to impact policy and funding decisions through the Communities That Care planning and advocacy activities.** The Department's Research and Prevention Office will bring these recommendations forward for discussion in the Human Services sub-cabinet monthly meetings. The ultimate outcome is to influence policy decisions regarding youth programs and their funding.

Accomplishments:

- A team of City Agency Directors will monitor the outcomes of the CTC planning process. (Human Services Sub-Cabinet; annual)

- Community Plans will allow City to allocate funds based on the needs identified by the community. (Human Services Sub-Cabinet; annual)
- City will fund tested and effective programs identified by Community Boards. (Human Services Sub-Cabinet; annual)

f) **Foster coordination, collaboration and increased resources to meet the needs of low-income people.** As with the strategy of enhancing our homeless continuum of care, creating more coordination in our current system of assistance and services for low-income persons and families will allow us to maximize available resources at a time when local revenues are constrained by a slow economy. Various Consolidated Plan and non-Consolidated Plan fund sources support planning studies and initiatives, such as Help for Working Families, will facilitate the development of that coordination. CDBG-funded staff in HSD will be working toward these accomplishments.

Accomplishments:

- Contract with system support providers to build the capacity of nonprofit human services agencies to serve low-income communities and to influence public policies through education and the empowerment of under-represented groups. (HSD/CSD; ongoing)
- Participate on the Refugee Planning Committee, a diverse group that identifies key issues, trends and gaps in services to refugee communities and addresses them with program and policy recommendations. (HSD/CSD; ongoing)

OBJECTIVE 4: Improve and promote social and economic self-sufficiency of low-income persons and neighborhoods/communities.

Strategies

a) **Improve access to jobs and skills training by investing in high quality, stable child care, and school age care for low-income families**. The community survey and other needs reports have highlighted the importance of employment to the well-being of low-income persons. Parallel to this is the employability of such persons and their ability to maintain their employment. Our needs assessment has highlighted the importance of reliable, quality child care for families in obtaining and keeping their jobs. The Human Services Department uses CDBG and local General Fund resources to administer and provide child care subsidies to low-income Seattle families so that they may attend to their job or educational opportunities.

Accomplishments:
The CDBG used to support subsidized child care slots will benefit:
- 219 low-income families receive child care subsidies. (HSD/DFYS; 2005)
- 85% of the children's parents/guardians report that the child care subsidies enable them to remain employed or continue going to school. (HSD/DFYS; bi-annual 2005-2008)

Non-CDBG funds will be used to support an additional number of families.

b) **Provide job preparation and job placement services and life skills to SHA residents.**

Accomplishment:
- A minimum of 120 job placements for SHA low-income residents and residents living in neighborhoods surrounding SHA garden communities. (SHA; annual)

c) **Provide access to the Internet and computer programs to SHA residents to ensure low-income residents can access information, strengthen their academic skills, and achieve user defined self-sufficiency objectives.**

Accomplishments:
- Through computer/technology labs at three SHA garden communities and two high-rise buildings provide 900 users with computer access and training programs, including one lab with equipment designed to be used by people with disabilities. (SHA; annual)

d) **Work with low-income residents, including immigrant and refugee communities in several southeast Seattle neighborhoods and the Seattle Housing Authority to provide opportunities to grow safe, affordable and culturally appropriate food.** The

P-Patch Program was established in 1973 to provide garden space for Seattle residents. Over 6,000 urban gardeners utilize more than 2,000 plots on 17 acres of land in 55 Seattle neighborhoods. The program serves low-income residents, the disabled, youth gardeners as well as non-English speaking immigrant and refugee populations. The program helps to build community, provide recreation, increase public open space, reduce crime, promote environmental stewardship, and produce an abundance of wholesome and nutritious produce.

Accomplishments:

- Support 100 families who are resident in SHA garden communities or other low income housing community to grow fresh, nutritious, affordable and organically grown produce. (DON/P-Patch; 2005 and 2006)

  Output: 60 garden plots in three gardens, one each in Rainier Vista, High Point and Holly Park

  Outcome: Approximately 180 low income and immigrant people will have access to nutritious, organic, safe and culturally and free food. Eat well produce food and income savings. (**Cultivating Communities Gardens: 2005-06)**
- Provide the opportunity for 100 residents of South Park, 20 at risk youth, 30 youth from Concord Elementary and 30 low income immigrant gardeners to expand production of fresh, nutritious, affordable and organically grown produce at Marra Farm. (DON/P-Patch; 2005)

  Output: Installation of water meter tied to city main and development of under ground irrigation system with submeters and hose spigots for each of the agricultural users at Marra Farm.

  Outcome: Farm managers will save significant time and aggravation since they will not have to arrange for a fire hydrant permit or track water bills. Low budget programs serving low income gardeners will experience savings as fire hydrant water rates are greater than water meter rates.
- Look for opportunities to expand improvements of P-Patch community gardens in Rainier Valley in southeast Seattle . (DON/P-Patch; 2007 and 2008)
- Explore the opportunity of creating P-Patch community gardens under City Light's right-of-way in southeast Seattle. (DON/P-Patch; 2007)
- Explore opportunities to assist low-income senior families to grow fresh organic produce. (DON/P-Patch; 2007 and 2008)

  Output: Look at possible locations for community gardens to assist seniors in low-income neighborhoods in north Seattle to grow produce. .

  Outcome: Low income seniors will be able to garden in the comfort nearby their residence rather than having to travel to a more distant P-Patch.. (North end gardens 2007 and 2008)

e) Provide low income, immigrant and refugee communities opportunities to work with other people from different ethnic and cultural backgrounds to foster understanding through building community gardens in their diverse neighborhoods.

Accomplishments:

Output: Coordinate one gardener meeting and one garden potluck each year. Support and work with one hundred (100) low-income families to collectively

building three community gardens. Support and work with 30 immigrant or refugee and/or senior families living in low income housing.
Outcome: Gardeners with different first languages and cultures have opportunity to share gardening knowledge and produce. Gardeners will create better understanding among themselves by collectively building garden beds and develop stronger neighborhood relationships.

f) Provide low-income youth opportunities to learn about nutrition and academic success through participation in community gardening.

Accomplishments:

- Sixty low income youth from diverse cultures will learn good nutrition and come to appreciate healthy eating by growing their own produce, while they also learn appreciation of their heritage by growing culturally appropriate food. (DON/P-Patch; 2005 and 2006)
- Promotes academic success for sixty low income youth because good nutrition and improved diet learned from hands on gardening is part of the foundation of academic success. (DON/P-Patch; 2005 and 2006)

Output: Two youth gardens serving low income and immigrant children will be developed in the Rainier Valley and West Seattle.
Outcome: Approximately sixty low income and immigrant youth in Rainier Vista will increase their awareness of nutrition, their ability to grow and cook fresh organic and culturally appropriate produce (Youth Gardens –2005-06)

OBJECTIVE 5: Improve opportunities for children to succeed in school.

Strategies

a) **Provide access to affordable, culturally relevant, high quality early care and education and after school activities for SHA residents.** The need for and benefits of quality child care has already been reviewed in the needs section of the Consolidated Plan. Quality early childhood education experiences are directly related to school success, and the achievement of academic diplomas/degrees are directly related to economic well-being and self-sufficiency. This strategy is implemented through assuring low-income families increase access to quality early childhood education experiences.

Accomplishments:
The CDBG used to support subsidized child care slots will benefit:

- 219 low-income families receive child care subsidies. (HSD/DFYS; 2005)
- 85% of the children's parents/guardians report that the child care subsidies enable them to remain employed or continue going to school. (HSD/DFYS; bi-annual 2005-2008)

Non-CDBG funds will be used to support an additional number of families.

b) **Strengthen academic skills of low-income youth through year-round (after-school, summer vacation) tutoring services.** SHA operates year-round tutoring programs for their resident youth. In addition to SHA-operated programs, the City's Human Services Department also provides summer programming and sack lunches to Seattle youth using mostly non-Consolidated Plan funds.

Accomplishment:

- 400 youth living in or nearby SHA family housing will receive tutoring services involving structured activities for academic skill development and homework assistance. (SHA; annual)

Goal 2 Outcome Measure

As the City develops and implements outcome or performance measures for our use of Consolidated Plan funds, we have chosen to identify a discrete activity against which to measure the outcome of these strategies. In the future, our goal is to develop an overarching measure to identify our progress in reaching the goal of helping low-income people meet their basic self-care and other survival needs and improve their social and economic well-being. Our outcome measure for Goal 2 involves homeless persons into transitional, service-enriched housing.

Activity	Milestone	Verification
Persons entering emergency shelters during the year 2005	By December 31, 2005, 5,000 people will have received safe overnight shelter	Service reports from contracted agencies
Clients will enter into case management services	4,000 clients will choose to participate in case management activities during 2005	Service reports from contracted agencies
Clients will transition into service-enriched housing	1,200 will transition into service-enriched housing by the end of 2005	Service reports from contracted agencies

GOAL 3:
Promote financial independence of low-moderate income residents and invest in economic development of distressed neighborhoods.

Not all of Seattle's residents are able to participate in the City's economic mainstream which, despite the economic downturn, continues to produce opportunities for employment and wealth creation. Publicly-funded economic development programs aimed at the City's low- and moderate-income residents and distressed communities address this issue. These programs allow more residents to become financially self-sufficient and share in the economic prosperity now enjoyed disproportionately by some segments of the population.

The City of Seattle employs a community economic development strategy with the aim of ensuring that all residents benefit from Seattle's economic growth. Three general strategies are employed to meet the overarching goal for Seattle's CDBG-funded efforts to promote economic growth to enhance the viability of low- and moderate-income individuals and neighborhoods. Workforce development and small businesses foster wealth creation and are directed citywide, to whomever qualifies for assistance. The physical development of particularly distressed neighborhoods is a place-based strategy to bolster the economic vitality of these communities.

These three strategies are interlinked and, in combination, they work to enhance the diversity and vitality of our communities and provide opportunities for businesses, employees and housing that serve neighborhood needs. (These strategies complement, and are managed in

coordination with, the affordable housing strategies outlined in Section 4b of Goal 1 of the Consolidated Plan.)

OBJECTIVE 1: Neighborhood & Community Development Objective – Develop and execute revitalization strategies in the City's economically distressed neighborhoods to meet needs for jobs, retail and commercial services, and affordable housing.

This objective is a place-based community revitalization strategy to stimulate the economic vitality of Seattle's distressed neighborhoods. These efforts target communities with concentrations of low employment, low-income populations and a high presence of immigrants and minorities. In addition to supporting the need for jobs and small business creation, they also target the following needs:

- Shortage of commercial services
- Lack of population density to support commercial development
- Contribution to meeting regional development goals
- Lack of affordable housing options for the working poor
- A market gap that discourages private development

Strategies

a) **Target CDBG-funded investments in community revitalization efforts to Seattle's economically distressed neighborhoods as part of an on-going strategy to support catalytic development and increase commercial activities.** Mixed use and multifamily development projects are needed in Seattle's distressed neighborhoods. Mixed use projects fulfill both commercial and housing needs, and their high density population and pedestrian- or transit-friendly orientation meets goals of the Growth Management Act and existing Neighborhood Plans. The markets in some Seattle neighborhoods, however, are not mature enough to independently make this type of desired development financially feasible for private developers.

<u>Accomplishments:</u>

- Establish a $10 million 108 Loan Pool and a $2 million BEDI Grant that will result in an estimated additional 350 jobs and 230 units of affordable housing. (OED; 2005-2008)
- Work with community partners to enhance the appearance of 80 business facades to increase the attractiveness of business districts, and in doing so, contribute to community goals for increased commercial activity and public safety. (OED; 2005-2008)
- Provide technical assistance through CDBG-funded contracts to 35 farm vendors to ensure the success of farmers markets which stimulate economic activity in

neighborhoods through the increase of foot traffic and the sales of nearby businesses. (OED; annual)

b) **Increase the capacity of Community Development Corporations (CDCs) to lead economic development projects in distressed neighborhoods.** CDCs are community-based nonprofit organizations with strong neighborhood representation and expertise in commercial, housing and mixed use development. Because of these strengths, CDCs are uniquely positioned to lead economic development strategies in distressed neighborhoods so that all residents share in Seattle's prosperity.

CDCs are the primary vehicle through which the city of Seattle achieves the catalytic development described in Strategy A. Stimulating desirable development in immature markets is by nature expensive and time-consuming. High costs stem from extensive efforts around community involvement, predevelopment, environmental due diligence, and land assembly. Financing costs are also high and timelines are long given the complexity of these deals. Developer fees do not cover the full costs of the organizations doing this community-changing work. The high carrying costs described above and long timeline for development necessitate the use of public funds to support organizational operations.

The City of Seattle partners with local foundations, banks and corporations to support the success of CDCs. Impact Capital is a local, non-profit Community Development Financial Institution that manages and facilitates this collaboration among the private and public sectors and charitable foundations.

Accomplishments:

- Foster public dialogue and increase neighborhood participation through at least two annual community meetings sponsored by CDCs so that their activities and projects reflect the needs and priorities of the neighborhoods they serve. (CDCs; annual)
- Leverage $.50 in private funding for every $1 of CDBG investment to fund improvements in the administrative, financial, and technical capabilities of CDCs. (Impact Capital; annual)
- Strengthen the administrative, financial and technical capabilities of CDCs to accomplish their activities and projects through the award of at least 10 technical assistance grants, the delivery of 40 class days of training, and ongoing assessment of capacity improvements. (Impact Capital; annual)

c) **Employ the use of other community development tools to sharpen strategies, strengthen community involvement, and increase investment in economically distressed neighborhoods.**

Accomplishments:

- Define the strategic use of CDBG dollars through a Neighborhood Revitalization Strategy Area for the Rainier Valley by end of 2005. (OED; 2005)

    - Evaluate need of ongoing Neighborhood Revitalization Strategy Areas to guide programs and services for other economically distressed communities in 2006. (OED; 2006)
- Secure a Section 108 loan pool and companion grant from the Brownfield Economic Development Initiative for rehabilitation of housing stock in distressed communities by 2005. (OED; 2005)

d) **Create community and transit-oriented development programs to ensure that Rainier Valley residents, businesses and workers benefit from the construction of light rail.** The Rainier Valley Community Development Fund (CDF) is a private nonprofit, CDBG- funded organization supporting projects that preserve and strengthen cultural and economic diversity, long-term livability, and economic opportunities for low-and-moderate income Rainier Valley residents, businesses, and institutions impacted by light rail construction.

Accomplishments:

- Obtain City and Sound Transit approval of the Community Development Fund operating plan by 2005. (OED; 2005)
- Invest in the CDF to finance 10 commercial, housing, and mixed-use projects by 2008 that help preserve and strengthen diversity, livability and economic opportunity for Rainier Valley residents, businesses, and institutions. (OED & CDF; 2005-2008)

Goal 3 Outcome Measure

As described in the Overview of the 2005-2008 Consolidated Plan, the City of Seattle began developing performance measures to determine how well programs and services are meeting needs of Seattle's low- and moderate-income people. This section outlines an experimental approach to measuring the benefits of a mixed-use development in an economically distressed neighborhood. In particular, the evaluation will look at business and job creation and improvements in the lives of residents and neighbors of the project.

Project Description: Rainier Court Phase II is 176 Units of affordable family housing and 9,500 square feet of commercial space. This mixed-use project is part of the Urban Village concept in Southeast Seattle that integrates housing infrastructure, development and retail structures for the purpose of creating a safe place to live, work, and shop for local residents.

ACTIVITIES	MILESTONES	VERIFICATIONS
▪ Apply for funding ▪ Meet/negotiate w/potential funders ▪ Finalize agreements	1. By June 2005, Construction financing is secured for Phase II	Signed loan agreements
▪ Complete working drawings/construct specifications ▪ Manage permit application process	2. By August 2004, Building Permits approved	Copies of Permits
▪ Coordinate draft clean-up plan w/ Dept of Ecology ▪ Bid Construction	3. By January 2005, Construction Commences	Ground breaking ceremony
▪ Project Management/ Construct oversight	4. By June 2005, Construction is 50%	Construction Draws
▪ Project Management/ ▪ Construct oversight	5. By December 2005, Construction is complete	Photo of completed structure
▪ Advertise residential & commercial space	6. By Dec 2006, all units are leased to income-eligible tenants and by December 2006, commercial space is leased.	List of all who sign leases
▪ Survey building residents and neighborhood residents	**TARGETS:** a. By 12/31/2006 residents of the Genesee neighborhood report the Rainier Court Phase 2 project has had one or	Survey results

▪ Observe or otherwise identify new businesses	more of the following benefits: ▪ more access to services/shopping ▪ they feel safer ▪ they take more pride in their neighborhood ▪ they believe their community is more attractive/economically vibrant b. In addition, by 12/31/2006 at least 50% of the residents of the Rainier Court Phase 2 project report one or more of the following additional benefits: ▪ better employment ▪ have jobs near where they live or a shorter commute to work ▪ a better commute to work ▪ they pay less of their income for rent c. By 12/31/2006, at least 3 new businesses have opened in the Genesee neighborhood.	Survey results Visual count relative to baseline

OBJECTIVE 2: Small Business Assistance – Improve the economic vitality of Seattle's low- and moderate-income communities by supporting entrepreneurship to create wealth and a range of employment opportunities to ensure all residents participate in Seattle's economic prosperity.

Strategies

a) **Provide access to technical assistance and financing for small businesses.** As stated in the needs assessment for community and economic development, small businesses are a critical source of income and jobs for those with less education and skill. This strategy will address impediments to small business growth among low- and moderate-income residents such as access to capital and development of business acumen. The city partners with Community Capital Development (CCD), a non-profit financial institution that provides loans and technical assistance to micro-enterprises, many of which are owned by women and people of color. Over the course of the 2005-2008 Consolidated Plan, the City and CCD will emphasize the development of new approaches that improve service to immigrant and refugee populations.

Accomplishments:

- Provide long-term technical assistance to 800 businesses, such as business planning, financial management, marketing, and human resources. (CCD; 2005-2008)
- Generate 160 loan applications over a four year period. (CCD; 2005-2008)

OBJECTIVE 3: Workforce Development Objective – Connect low-income job seekers to employment and support their retention and wage progression; provide employers with skilled workers; and support the regional workforce development needs of key sectors of Seattle's economy.

Strategies

a) **Prepare and assist low-income job seekers to access living wage jobs with local employers by coupling sector specific skills training with support services in collaboration with community-based organizations, community colleges and other social services.** These activities will be partially funded by CDBG and accomplished in partnership with the Seattle Jobs Initiative (SJI), a non-profit agency specializing in providing workforce development services to low-income job-seekers.

Accomplishments:

- Place 2,000 low-income, low-skilled adults in permanent jobs with benefits, paying a minimum of $9.00/hour. (SJI; 2005-2008)
- Retain 60% of eligible Seattle Jobs Initiative participants in jobs 12 months after placement. (SJI; 2005-2008)
- Achieve wage advancement for 42% of eligible Seattle Jobs Initiative program participants. (SJI; 2005-2008)

b) Provide apprenticeship preparation and skills training in construction-related jobs for Rainier Valley residents to gain employment in the development of Light Rail specifically in the Rainier Valley and throughout the entire route. Activities will be funded by CDBG. The city will fund this strategy through the Rainier Valley Community Development Fund (RVCDF). The city has approved apprenticeship preparation as an important line-of-business for the RVCDF, which is particularly focused on connecting low-income residents of the Rainier Valley in jobs constructing the Link Light Rail line.

Accomplishments (over the next four years):

- Place 140 low-income Rainier Valley residents in construction and construction related jobs. (RVCDF; 2005-2008)
- Retain 50% of the 140 residents placed in construction and construction-related jobs for 12 months with wage progression. (RVCDF; 2005-2008)

GOAL 4:
Prevent decay and deterioration and improve public infrastructure such as community facilities, parks, streets and sidewalks in low-income neighborhoods.

Healthy urban communities are noted by a number of amenities and infrastructure improvements which contribute to their vitality, growth, development and sustainability. While most people's lists include housing and schools, there are other community resources that are also essential to a community's success. Local businesses with attractive storefronts, parks, and playfields are often mentioned as desirable amenities, as are places where residents can easily access needed social and human services, particularly in low- and moderate-income communities. Access to parks, open space, local businesses and essential services like quality child care, an affordable medical clinic, a job training program, or a food bank can have a tremendous impact on a person's quality of life as well as the quality of life within a community.

The completion of small capital projects supported predominately through CDBG funding provide benefits for clients of social services agencies, users of parks and open space, and local businesses that improve the condition of the surrounding neighborhoods, establish a greater sense of community and contribute to a positive neighborhood impact.

This section of the Strategic Plan addresses three infrastructure objectives:

- Support capital projects that implement adopted neighborhood plans.
- Maintain the physical infrastructure of social services providers to enhance their service delivery environment and maintain neighborhood quality.
- Improve the quality of life in low-income neighborhoods through capital projects in parks, park facilities, and open spaces.

Objective 1: Support capital projects that implement neighborhood adopted plans.

The creation of urban villages and the development of neighborhood plans were a response to the Growth Management Act of Washington. Thirty-seven neighborhoods underwent a four-year planning process from 1995 to 1999 to develop key strategies to retain and improve the quality of life in their communities. Prior to their adoption in 1999, all City departments reviewed and provided input on the plans. The initial focus of implementing neighborhood plans was to look at key strategies, and many of them were investments in the public infrastructure such as sidewalks, pedestrian lighting and crosswalks, open space, community facilities, housing, etc. Initial funding for implementing neighborhood plans was from an Early Implementation Fund and an Opportunity Fund. As these fund sources have been expended, the Neighborhood Matching Fund Program became another funding source for capital projects. These funds are available, but not exclusively, to implement neighborhood plans. Also the current Pro Parks Levy has been guided in part by neighborhood plans. Using CDBG funds in these projects is way of leveraging other funds to implement neighborhood plans.

Strategies

a) **Provide low-income residents, immigrant and refugee communities the opportunities to grow safe, affordable and culturally appropriate food by building community gardens as identified in neighborhood plans in low-income communities.** In several neighborhood plans it was noted that sufficient open space was lacking or more specifically a community garden was desired. Immigrant and refugee gardeners are able to grow hard-to-find vegetables that are native to their country. Many of these gardeners use gardens to connect with their homeland and adjust to a new life in the United States.

   Accomplishments:

   - Using CDBG funds the Hillman City P-Patch garden property that is currently being leased will be purchased and will allow low-income immigrant families to continue to grow fresh, affordable and culturally appropriate organic produce; and to preserve an existing open space. (DON/ P-Patch; 2005)

     Output: Successful collaboration between neighbors, local land trusts, P-Patch gardeners and the City to purchase one, and hopefully both lots of the Hillman City P-Patch currently owned by Findlay Street Christian Church.

Outcome: Residents of the low-income neighborhood and P-Patch gardeners will continue to enjoy the open space and food production benefits of this community garden (Hillman 2005)

- CDBG funds will be used to develop a replacement garden at Hiawatha Place that is an objective in the Central Area Neighborhood Plan. (DON/ P-Patch; 2005-06)

  Output: Development of one P-Patch garden with at least thirty P-Patch plots.

  Outcome: Ninety people, including residents of homes built by a low income housing provider, HomeSight, and nearby Vietnamese immigrants, will have the opportunity to grow fresh organic affordable and culturally appropriate produce. In addition this P-Patch replaces and expands upon the lost Jackson Place P-Patch, thus fulfilling an element of the local neighborhood plan. (Hiawatha 2005-06)

- CDBG funds will be used to develop three replacement or new community gardens in Rainier Valley and Delridge communities that meet their neighborhood plan objectives. (DON/ P-Patch; 2005-06)

  Output: 60 garden plots in three gardens, one each in Rainier Vista, High Point and Holly Park.

  Outcome: Approximately 180 low income and immigrant people will have access to nutritious, organic, safe and culturally and free food.

b) Preserve and expand access for community open space in low-income neighborhoods as outlined in neighborhood plans.

Accomplishments:

- CDBG funds will be used to construct ramp access and other infrastructure improvements that will allow low income gardeners and community greater and easier access to the garden. (DON/ P-Patch; 2006

  Output: Replacement of antiquated infrastructure in P-Patches serving low income neighborhoods. In 2006, access will be created at the Beacon P-Patch which currently has no ability to bring in bulk materials.

  Outcome: Older P-Patches in low income neighborhoods will be able to upgrade some of their infrastructure to match newer gardens. In 2006, the Beacon P-Patch will enjoy new life as easy access makes it more open to the surrounding community and easier for the gardeners to service their P-Patch with bulk material (wood chips for paths, compost for soil building) drop off. (DON; 2006)

- Purchase all or part of Hillman City P-Patch will allow garden threatened with sale to remain a community resource for a low- to moderate-income neighborhood deficient in open space. (DON/ P-Patch; 2005)

c) Improve the quality of life and build safe communities through capital improvements in low-income neighborhoods. A compiled list of neighborhood priorities developed by neighborhood plan stewardship groups and district councils with City department comments was completed in May 2004. This list will be used as a basis for evaluating capital improvement projects.

Accomplishment:

- Use CDBG funds to improve the public infrastructure by working with other City Departments (SDOT and Parks), and leveraging their funds to build the capital improvements that are identified in neighborhood plans in low-income communities. (DON – Community Building Div.; annual)

Objective 2: Maintain the physical infrastructure of social services providers to enhance their service delivery environment and maintain neighborhood quality.

Strategies

a) **Maintain and allocate a pool of no-cost capital financing for non-profit social services agencies.** As identified in the needs section, the demand for a source of funding for facilities improvement financing has been at a level of $12 million over the past four years. CDBG funding has been the only source of such funding from the City. We have identified 22 agencies that have taken serious steps toward making capital improvements to direct service space.

The City recognizes the importance of safe, convenient access to needed social service and human services, as well as the positive impacts the facilities housing these services play in a community's overall development. The strategies outlined in Goals 2 and 3 require facilities that contribute to the efficient and effective delivery of services. The City contributes General Fund, CDBG, ESG, and HOPWA funding to social services delivered in community facilities. CDBG support of the facilities themselves goes hand-in-hand with the service delivery activity.

Given the results of the community survey and other information in the needs assessment sections of this Consolidated Plan, the City will prioritize projects that increase the quality or capacity of child care providers and job training / skills development providers and other services that improve the employability of low- and moderate-income residents. We have seen in the community survey and the economic needs analysis that skills development is vital to the progress toward economic self-sufficiency and that child care is an expensive component of a person's ability to hold a job.

We will also prioritize projects housing city funded programs (direct funding or pass through) and projects being undertaken because of forced relocation due to expiration of a non-renewable lease, eviction, condemnation, or eminent domain will also receive priority consideration. To support the programs identified in the other three goal areas, it is consistent to prioritize their service facilities for capital financing. Additionally, the trend of forced relocation appears to be a growing recent development which necessitates the City's attention, since in these cases the continuation of services is a serious probability.

Accomplishments:

- Fully commit the City's annual allocation from the CDBG program to the Community Facilities Loan Program for capital improvements to be undertaken by non-profit social service agencies. Provide funding to 12 agencies over the course of the four-year period of the Consolidated Plan. (HSD; 2005 – 2008)
- Allocate CDBG facilities funding in a manner and pattern consistent with the Strategic Investment Plan of the Human Services Department. (HSD; 2005 – 2008)
- If sufficient funds are available after service commitments are funded, utilize unallocated HOPWA funds for capital improvements and deferred maintenance on facilities serving persons with HIV/AIDS. (HSD; 2005 – 2008)

b) **Provide low-cost architectural assistance to non-profit social service agencies.** By supporting agencies with early architectural assistance and planning, they can better position themselves to be more competitive in seeking public and private financing.

Accomplishments:

- Use CDBG funds to provide architectural consultation and services to 15 projects annually, including space planning, feasibility studies, and conceptual drawings. (HSD; 2005)

c) **Provide information, referral and technical assistance to local non-profit agencies and the institutions funding community facilities construction activities (private foundations and lending institutions) to facilitate the development and financing of such projects.** For many non-profits, capital development is something that is done once or twice over many years. Consequently, non-profit agency staff do not keep current with developments or new opportunities for capital financing. With the City as a known, constant source of funding, agencies rely on the City for information and assistance.

Accomplishments

- Staff will respond to ad hoc agency requests and inquiries regarding alternative funding sources and make appropriate referrals. (HSD; 2005 – 2008)

d) **By soliciting the cooperation of public, private, and non-profit partners, strive to increase local and private funding for community facilities and to preserve existing resources.** The City's CDBG financing of any given community facility project usually amounts to between 10% and 15% of the total cost of the capital improvement project. Because non-profit agencies can access funding and other resources, the City's use of CDBG funds can leverage quite a significant amount of other funds. The goal of this strategy is to educate the public and private foundations about the critical need to maintain and increase available funds for social services agencies for capital improvements.

Accomplishments

- Maintain active engagement of the private and public foundation organizations to generate interest in funding of social service agencies. (HSD; 2005 – 2008)

Goal 4 Outcome Measure 1

The anticipated outcome of the strategies for this objective is that social service providers will increase the effectiveness and efficiency of their service delivery and their facilities will contribute positively to the physical environment of their neighborhoods. This will be measured by regular project evaluations following completion of each community facilities project. We anticipate that over 90% of the agencies evaluating their completed project will respond that they are more effective and efficient with their service delivery.

Activity	**Milestone**	**Verification**
Reserve funding for projects through a competitive RFP process for 2005 funds	Funds will be reserved by January 2005	HSD fund reservation letters
Provide technical assistance to help projects reach the stage where loan documents can be closed	9 – 12 months following loan commitment	Signed loan documents (including title insurance, subordination agreements, deeds of trust, and use covenants as necessary)
Contractor procurement and construction	Construction will begin 9 – 16 months from fund reservation	Notice to proceed issued to general contractors; weekly monitoring of federal labor standards
Final payment (retainage)	20 – 24 months following fund reservation	Certificate of Occupancy; certification of compliance with federal labor standards
Agencies evaluate results of project	90% of agencies completing projects will report enhanced service effectiveness and/or efficiency	Evaluation forms received from completed projects

Objective 3: Improve the quality of life in low-income neighborhoods through capital projects in parks, park facilities, and open spaces.

The Seattle Department of Parks and Recreation's main strategy to meeting this objective is through the Parks Upgrade Program. The goal of this dual-purpose model program is to upgrade parks in low-income neighborhoods and to train low-income homeless Seattle citizens to make these improvements, thereby providing valuable on-the-job training. Therefore the double impact of the Parks Upgrade Program provides the opportunity to train low-income homeless people in marketable skills; and at the same time, the work being done is in parks in low-income areas, increasing the recreational opportunities for the families that CDBG is intended to target. Neighborhood residents use the parks receiving the improvements, while the improvements create a tangible effect on the quality of life in these neighborhoods.

Annual meetings are held by the Park Upgrades program coordinator for Seattle Parks and Recreation with managers of all Parks districts city-wide. Through this process, project locations are brought forth and discussed as to quality of qualifications, and ultimately accepted or rejected as appropriate for CDBG funding. Further discussions are carried out during the year on an individual basis, bringing more locations into discussion and assisting in rating both need and viability.

Seattle Conservation Corps (SCC) provides the workforce: The City of Seattle established the SCC in 1986 to provide homeless adults (more than 800 so far) the opportunity to learn and work in a structured program to carry out projects that benefit Seattle's citizens and environment. The program offers each participant a minimum of one year of employment, education, and life skills development under the terms of an individual performance contract between the participant and the Corps. The participants are organized into crews averaging five Corps members, each with an experienced staff supervisor or crew lead. The Corps members work five days a week. Part of the work day includes training in basic skills, high school equivalency, project planning, management and supervision, various technical skills related to specific projects, life skills, and job search preparation such as resume writing and interview skills. Enrollees in the Conservation Corps must be certified as homeless before the Corps first hires them. The types of suitable work for the SCC include general landscaping, minor construction; heavy equipment; demolition of structures including wood frame and steel; cooperative projects with Parks shops such as site preparation and support with labor; and environmental and riparian corridor work.

Using 2000 Census data and HUD's area-benefit requirements, the Department of Parks and Recreation developed the following needs assessment for the Parks Upgrade Program:

Of approximately 423 sites within the City of Seattle's park system, approximately 118 qualify under the low-moderate income requirements (the site's 0.25 mile service area contains at least 51% of all households within low-moderate income levels). Of these qualifying sites, only 12 have received non-CDBG funded capital investments during the past

three years, and only 39 have received CDBG-funded capital investments during the past three years.

Strategies

a) **Use of the Seattle Conservation Corps (SCC): The SCC provides employment, education, and life skills development to low-income homeless persons in a structured environment.** The Parks Upgrade Program (PUP) supports the use of SCC to implement PUP projects, thereby spending CDBG funds on labor that will directly go to homeless persons as wages, providing them with a decent living, allowing them to find and pay for their own housing, and providing them with on-the-job training for future private sector employment.

   Accomplishments:
   - Between 10-20 Seattle Conservation Corps participants will work on Parks Upgrade Program projects. (Parks; Annual)
   - Parks Upgrades projects will provide valuable training to Seattle Conservation Corps participants in such areas as landscaping, concrete finishing, trail building, grading, light construction and heavy equipment operation. (Parks; Annual)
   - 70% of Seattle Conservation Corps participants will upgrade their housing. (Parks; Annual)
   - 65% of Seattle Conservation Corps participants will complete the program and find permanent employment. (Parks; Annual)
   - Participants who owe Child Support will be assisted to set up payment plans and make regular child support payments. (Parks; Annual)
   - Participants who do not have licenses will be assisted to get a license, by setting up payment plans for fines and/or taking the necessary tests.
   - GED preparation assistance will be provided for participants who are not high school graduates. (Parks; Annual)

b) **Capital Improvements to CDBG-eligible parks: The Parks Upgrade Program will use CDBG funds to make various capital improvements including but not limited to landscape installation and sidewalk work in CDBG-eligible parks in Seattle.**

   Accomplishments:
   - Funded with CDBG funds only, small-scale capital improvements will be made at approximately 20-40 CDBG-eligible parks annually. These improvements would not otherwise be funded through the Department's annual Cumulative Reserve Subfund allocations or other funds. (Parks; Annual)
   - The Parks Upgrade Program will address community priority locations not receiving funding from other sources, but deemed in need of revitalization through small capital projects. Qualifying locations receiving such work through the use of CDBG funds will result in safer parks which attract more visitors; provide needed congregating locations for community members; and, limits or removes unsafe features and

provides safer access for community members of all ages. With these improvements, areas that have become havens for drug dealers and gang members are removed, further increasing the viability of neighborhood parks and reducing criminal activities. (Parks; Annual)

- The program will prioritize use of CDBG funding for specific projects to include most parks older than 10 years, community centers, and other similar facilities that lack ADA improvements. CDBG funds provided through the Parks Upgrade Program will be utilized to assist with these improvements, with priority identified as eligible locations first, followed by locations not under some other fund source but in need of improvements. Community demand and locations identified in the City's Hub Urban Village plan, along with the Mayor's priorities for infrastructure and urban renewal. In some cases, planning and project identification is coordinated with the Seattle Department of Neighborhoods. (Parks; Annual)
- Perimeter infrastructure improvements-I.E.: Using only CDBG funds, pedestrian sidewalks, ADA curb let-downs and other features including lighting and improved site circulation, provide an enhancement both aesthetically and in terms of safety in locations not otherwise provided for due to lack of funding. (Parks; Annual)

c) Americans with Disabilities Act (ADA) Capital Improvements to CDBG-eligible parks: The Parks Upgrade Program will, with only CDBG funds, make a variety of ADA improvements (i.e., drinking fountains, pathways) to parks in low/moderate income areas throughout the City.

<u>Accomplishments:</u>

- ADA accessibilities in approximately 3-10 parks will be improved an on annual basis.

Goal 4 Outcome Measure 2

As mentioned in the Introduction, the City, including the Department of Parks and Recreation, is developing performance measures for CDBG-funded activities. Through implementation of the Parks Upgrade Program (PUP), it is anticipated that neighborhood decay, graffiti and vandalism will be mitigated in the City of Seattle, thereby preserving the quality of life and providing a suitable living environment. Police reports and Parks maintenance reports are logical sources for the data to track vandalism and graffiti occurrences. Long-term economic and social viability of communities will be improved.

Outcomes of the Seattle Conservation Corps program and its involvement with Parks Upgrade will be documented through the following:

The Seattle Conservation Corps will enroll 70 new participants each year in 2005, 2006 2007 and 2008.

These participants will meet the following goals:
65% of those who leave the program will leave with permanent employment.
70% of participants will upgrade their housing.
70% will improve work maturity skills and/or math and reading skills.
80% will complete a series of life skills classes