



Pierce County  
WASHINGTON



# 2024 Recovery Plan

American Rescue Plan Act

State and Local Fiscal Recovery Funds



Pierce County  
WASHINGTON

## Recovery Plan Overview

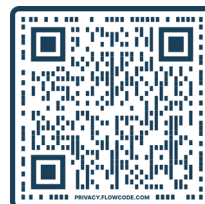
This document provides the planning, implementation, and outcomes of Pierce County's response to the COVID-19 pandemic through American Rescue Plan Act Funding.

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# Table of Contents

- Executive Summary ..... 4
- Uses of Funds..... 9
- Promoting Equitable Outcomes .....13
- Community Engagement.....17
- Labor Practices .....19
- Project Inventory.....20
  - Public Health .....21
  - Negative Economic Impacts.....30
  - Public Health - Negative Economic Impact:
    - Public Sector.....56
    - Infrastructure.....57
    - Administration.....59
    - Revenue Replacement.....60

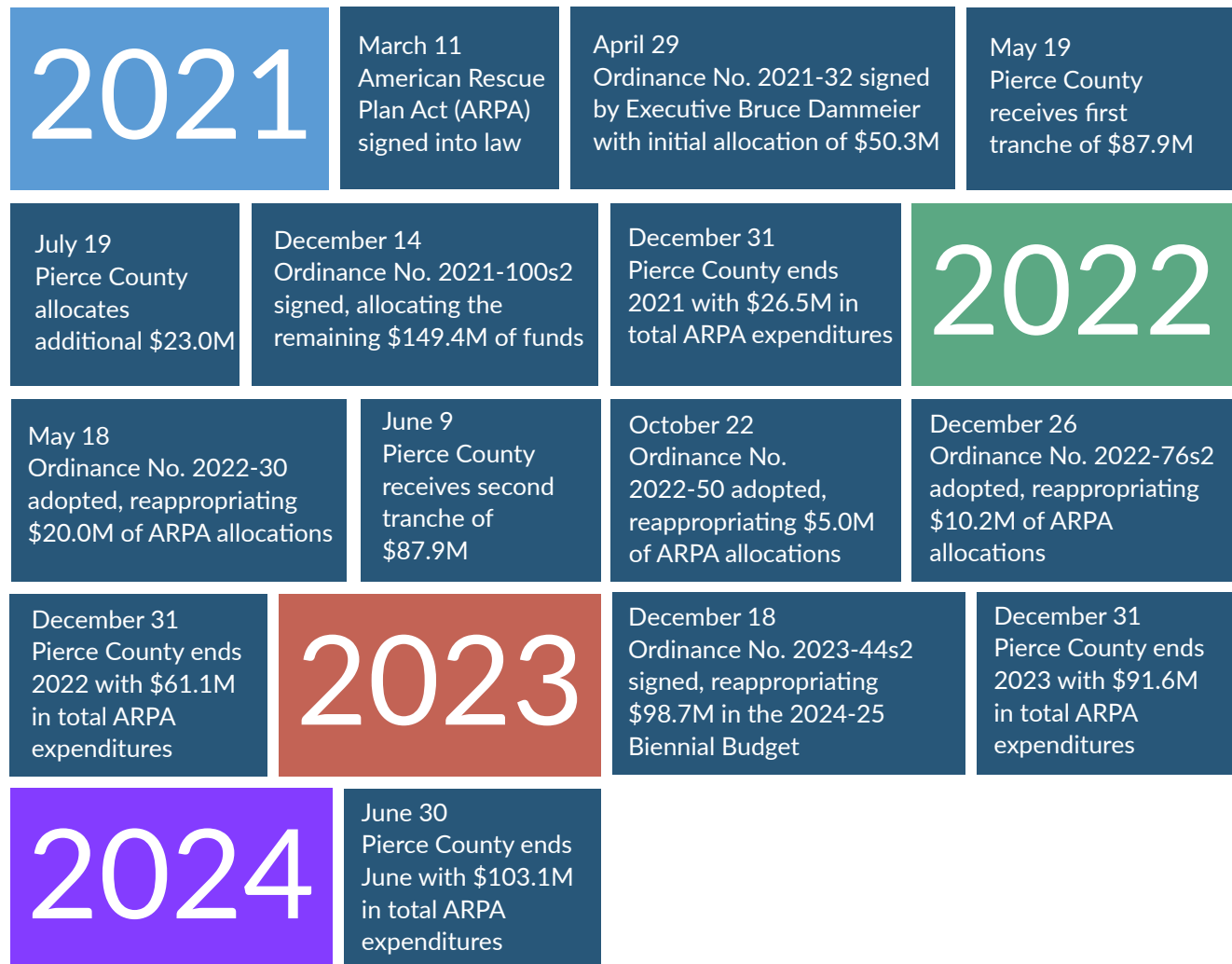


# Executive Summary

The American Rescue Plan Act of 2021 (ARPA), bill H.R.1319 [H.R.1319](#), was signed into law by President Biden on March 11, 2021, to provide relief towards an equitable economic recovery. The State and Local Coronavirus Fiscal Recovery Fund (SLFRF) legislation, part of ARPA, includes \$65.1 billion in direct aid to all counties. Pierce County was allocated \$175.8 million in pandemic response and recovery funding, which was received in two tranches. As funds must be obligated by December 31, 2024, and spent by December 31, 2026, Pierce County addressed emergent needs first in 2021, and continues to plan purposefully to use the remaining funds over the course of the next two years.

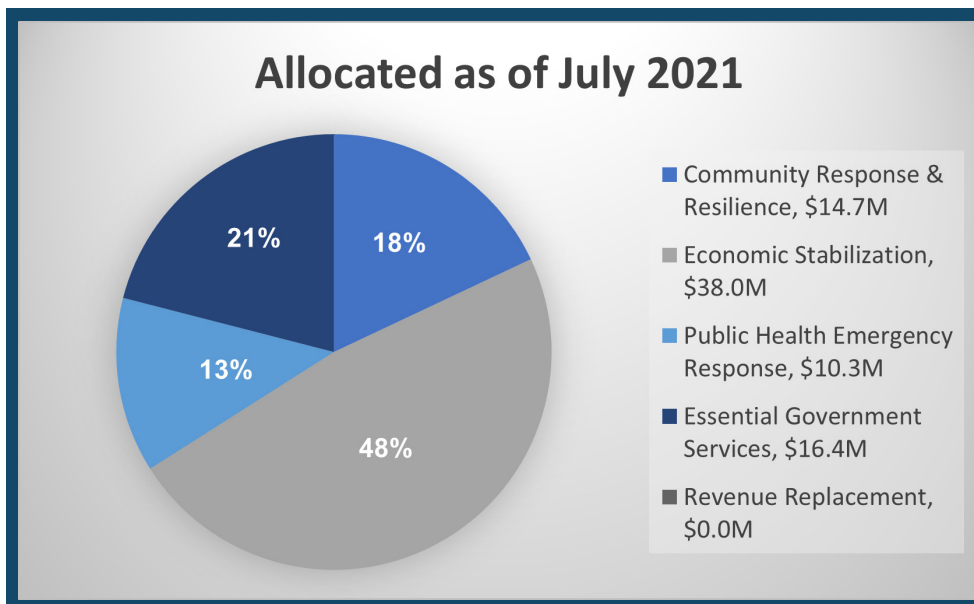
In anticipation of receiving the ARPA funds, the Pierce County Council adopted [Ordinance No. 2021-32](#), which allocated an initial \$50.3 million of the funds. Pierce County Executive Bruce Dammeier signed the ordinance on April 29, 2021. The first tranche was received on May 19, 2021, followed by the second tranche on June 9, 2022. Pierce County concluded planning of the [2022-23 Biennial Budget](#) on December 14, 2021, in which \$149.4 million of funds were either reappropriated or programmed as new allocations. Throughout 2022, three additional ordinances adjusted ARPA allocations including the addition of a hiring incentive program for the Sheriff’s Department, the use of revenue replacement, support for the Tacoma-Pierce County Health Department (TPCHD), and additional funding for homeless services.

On December 18, 2023, the [2024-25 Biennial Budget](#) was adopted and reappropriated or newly allocated the remaining \$98.7 million in funds. As of June 30, 2024, Pierce County has expended \$103.1 million in ARPA funds. The visual below details the timeline of ARPA events.



## Strategy, Goals, and Plans

Pierce County's priorities are defined by five categories, established during the Coronavirus Aid, Relief, and Economic Security (CARES) Act (2020). The categories include Community Response and Resilience, Economic Stabilization, Public Health Emergency Response, Essential Government Services, and Revenue Replacement.

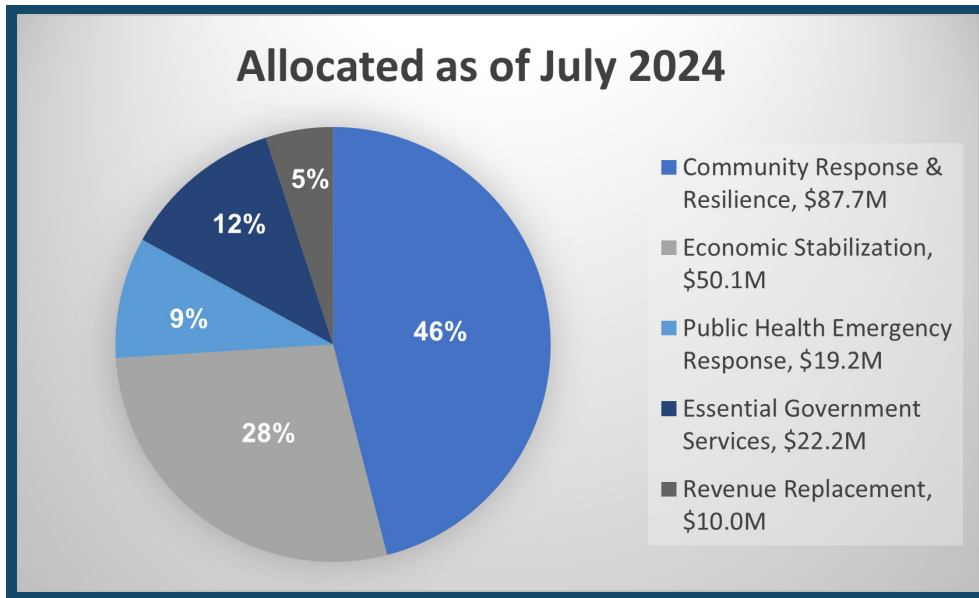


Economic stabilization topped the list of emergent funding needs in the first round of ARPA allocations. Funding provided support to Pierce County's small businesses, including business assistance, entrepreneurship and technical assistance grants, and workforce development programs.

Additional allocations were made for the County's public health emergency response, summer youth programs, local food banks, and homeless services. In a second round of ARPA funding allocations, \$15.0 million was allocated to support the expansion of broadband infrastructure in underserved areas. Small businesses received another \$8.0 million for grant programs designed to help businesses grow and adapt to the evolving marketplace, and additional funding was allocated for the acquisition of hotel/motel space to support unhoused individuals.

In the second half of 2021, the Pierce County [2022-23 Biennial Budget](#) was adopted, and Community Response and Resilience emerged as the category with the highest overall allocation, predominantly for supporting community groups, addressing homelessness, and expanding affordable housing. Economic Stabilization continued to be a strong emphasis, focusing on strengthening small businesses and non-profits and investing in crucial infrastructure projects related to broadband and sewer. Addressing Public Health remained critical as the COVID-19 variants continued to emerge and transform. Lastly, funding was allocated to Essential Government Services through support for public safety and the criminal justice system.

Pierce County review priorities as the COVID-19 pandemic continued into 2022. With declining positive COVID-19 cases and improving health conditions, Washington State Governor Jay Inslee ended the COVID emergency declaration on October 31, 2022. Pierce County prioritized economic recovery and community response efforts. On December 26, 2022, the Pierce County Council reallocated \$10.2 million as part of the mid-biennium budget adjustment, including \$5.0 million to support the Comprehensive Plan to End Homelessness and \$4.0 million for the Pierce County Business Accelerator program to support Black, Indigenous, and people of color (BIPOC), veteran, and women entrepreneurs.

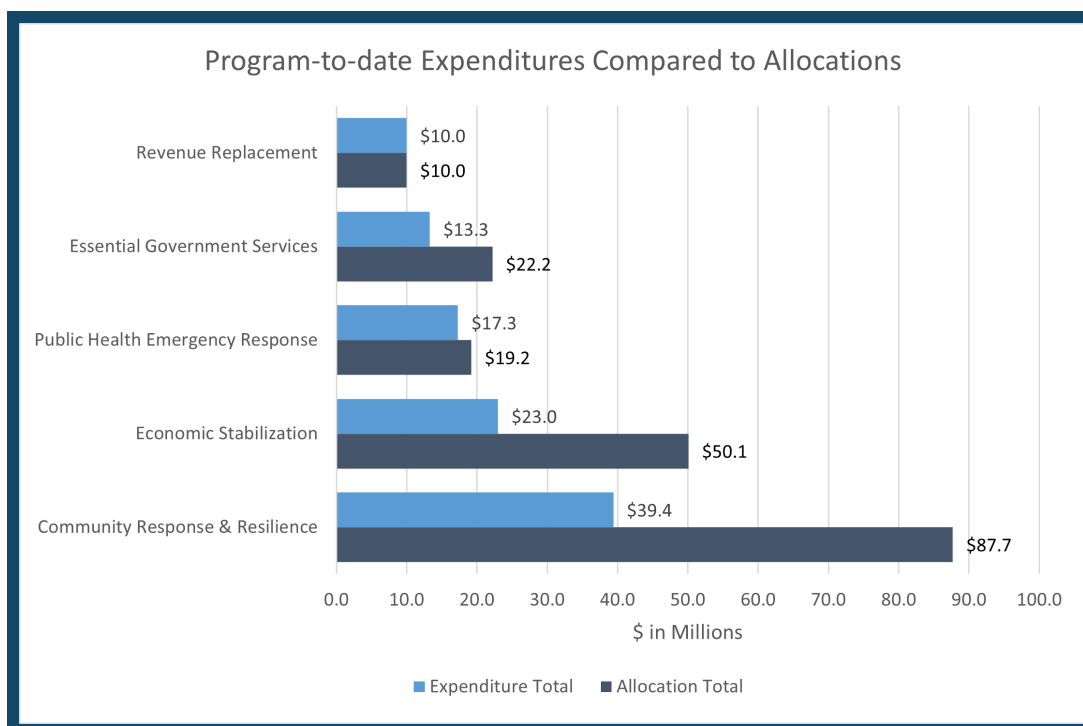


The 2023 allocations remained largely unchanged from 2022, with a continued focus on Community Response and Resilience and Economic Stabilization. By the end of 2023, a total of \$91.6 million, or 52.1%, of ARPA funds had been expended with \$128.3 million obligated. The revenue replacement allocation of \$10.0 million was the first

category to be fully spent, providing support for public safety services.

The [2024-25 Biennial Budget](#) was adopted on December 18, 2024 and included estimated ARPA interest earnings. Pierce County used interest earnings to increase funding amounts across existing and new programming to further invest in the COVID-19 recovery. New programming for eviction prevention, rental and utility assistance, and a Unified Regional Approach addressed the critical need to support homelessness efforts. A spring cleaning initiative was created to address increased litter and debris concerns, and incentive programs for law enforcement, corrections, and Juvenile Court were added to attract qualified candidates to vacant positions.

Pierce County is in the process of evaluating current allocations to ensure all funds are obligated by the December 31, 2024, obligation deadline set forth by the Department of the U.S. Treasury. As of June 30, 2024, just over 85%, or \$150.0 million, of the County's ARPA funding is obligated. The chart below shows the total expenditures compared to budget allocations as of June 30, 2024. Pierce County ended June 30, 2024 with \$103.0 million in total expenditures.



## Progress-To-Date on Key Outcome Goals

### Recover and advance a resilient and thriving community where businesses and residents prosper in an inclusive economy.

Strengthening the Pierce County workforce and small business operations represented 54%, or \$27.0 million of the \$50.1 million allocated to Economic Stabilization. Pierce County funded the Business Accelerator and Community Navigator programs, Small Business Safety and Security, Business Assistance Grants, and Innovation Grants, Young Adult Internships, Workforce Upskilling, Washington Service Corps, Medical Technician Training, and the Wativersity program.

Program	Total as of 6/30/2024	Program	Total as of 6/30/2024
Number of individuals enrolled in the Washington Service Corps	11	Number of small businesses receiving relief grants	2,208
Number of young adults placed in internships	175	Number of small businesses receiving strengthening and security grants	237
Number of referrals to the Workforce Development Upskilling program	100	Number of small businesses receiving business accelerator training and grants	455
Number of individuals completing the Rain Incubator - Wativersity program	57	Number of navigator visits to small businesses	2,614
Number of individuals completing the Arivva Medical Technican Training	81	Number of companies visited by navigators	1,399

### Residents are safe and treated in a fair and just manner.

Pierce County allocated \$22.2 million, or 12% of funding, to Essential Government Services, with \$16.5 million to support the courts and the Pierce County Sheriff's Department. Programming within this category includes hiring and retention incentives, court backlog, and electronic home detention.

Program	Total as of 6/30/2024	Program	Total as of 6/30/2024
Number of law enforcement officers receiving hiring incentives	16	Number of law enforcement officers receiving retention bonuses	588
Number of law enforcement and corrections referral incentives	15	Number of corrections officers receiving hiring incentives	19
Number of Assigned Counsel court backlog cases resolved	847	Change in Prosecuting Attorney pending trials as a % of filed cases	-5%

## Support a system that prevents homelessness by stabilizing households at risk, immediately responds to homelessness with appropriate shelter, and provides adequate affordable housing.

Affordable Housing and Homelessness Prevention and Response initiatives comprise 82.5% of the total \$87.7 million allocated to Community Response and Resilience. Programming includes emergency shelter services, homeless prevention case management, a shelter access hub, coordinated entry academy, transportation services, temporary non-congregate shelter, foreclosure prevention and financial counseling, and affordable housing.

Program	Total as of 6/30/2024	Program	Total as of 6/30/2024
Number of affordable housing projects in progress	6	Number of new or preserved rental units	231
Number of new temporary non-congregate shelter beds	36	Number of households experiencing homelessness case management	1,000
Number of additional seasonal weather beds	323	Number of rides provided to individuals without transportation	9,623
Number of additional hotel shelter beds for homeless households	170	Number of youth and young adults receiving day shelter	50
Number of households provided with emergency shelter services	150	Number of homeless households receiving day shelter and hygiene services	300
Number of clients receiving financial coaching	259	Number of clients receiving foreclosure prevention counseling	250



# Uses of Funds

## U.S. Department of the Treasury Final Rule

The U.S. Department of the Treasury defined eligible and ineligible uses within the Final Rule.<sup>1</sup> All proposed programs and projects were reviewed and Pierce County ensured compliance with the guidelines defined in the Final Rule.

### Eligible Uses

1. Support public health expenditures.
2. Address negative economic impacts caused by the public health emergency.
3. Invest in water, sewer, and broadband infrastructure.
4. Replace lost public sector revenue.

### Ineligible Uses

1. Offset a reduction in the net tax revenue.
2. Deposit into pension funds.
3. Debt service and replenishing financial reserve.
4. Settlements and judgments.

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<sup>1</sup>U.S. Department of the Treasury, Coronavirus State and Local Fiscal Recovery Funds. Final Rule. (<https://www.govinfo.gov/content/pkg/FR-2022-01-27/pdf/2022-00292.pdf>)

## Public Health

Pierce County leveraged the support of Federal Emergency Management Agency (FEMA) public assistance to cover the majority of testing efforts initially funded by ARPA, allowing ARPA funds to be reallocated to the Tacoma-Pierce County Health Department (TPCHD). Funds have supported local school districts, the reopening of the TPCHD to provide general services that were inaccessible to the public during the pandemic, isolation and quarantine services, and treatment and wrap-around services for residents. More than 750,000 test kits were distributed and 1.8 million vaccines were administered to Pierce County residents.

Congregate settings continued to face issues with widespread COVID-19 outbreaks through 2022. The Pierce County jail saw a resurgence in COVID-19 cases, with 111 staff and inmates testing positive in the spring of 2022. Funding helped support backfill while staff were quarantining as well as other facility adaptations and custodial services to prevent the spread of COVID-19.

## Negative Economic Impact

Just over one third of the County's total ARPA funding was allocated to homelessness and affordable housing efforts. The Pierce County Council approved the [Comprehensive Plan to End Homelessness](#) to design a system that will allow functional zero – a state where people have access to immediate shelter and an effective permanent housing program. Pierce County allocated funding to a wide variety of programs and support to assist the homeless community. Programs include safe housing options, counseling and advising, assisting in emergency situations with vouchers, and providing food and basic necessities.

## Goals of the Comprehensive Plan to End Homelessness

### Goal 1 - Unified Response

Create a unified homeless response system, including a unified regional approach with central decision-making authority of funding and services.

[View goal progress.](#)

### Goal 2 - Intervention

Ensure programs are truly effective for all populations.

[View goal progress.](#)

### Goal 3 - Prevention

Prevent homelessness.

[View goal progress.](#)

### Goal 4 - Adjacent Systems

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

[View goal progress.](#)

### Goal 5 - Meet the Need

Meet immediate needs of people experiencing homelessness.

[View goal progress.](#)

### Goal 6 - Permanent Housing

Expand the permanent housing system to meet the need.

[View goal progress.](#)

Pierce County lacks affordable housing for very low-income households whose incomes are below 50% of the Area Median Income. The preliminary needs assessment from the County's Affordable Housing Action Strategy identified a shortage of 34,000 rental housing units countywide that are affordable to very low-income households. Just under \$20.0 million of ARPA funds were allocated to affordable housing projects to increase inventory. An estimated 738 of new and preserved affordable housing units will be available upon completion. On March 21, 2023, the Pierce County Council established the Maureen Howard Affordable Housing Act ([2022-81s](#)) which implements a countywide one-tenth of one percent sales tax increase for affordable housing and related services. The sales tax is expected to generate approximately \$20.0 million in revenue a year to continue addressing the affordable housing shortage once ARPA funding is spent.

Pierce County's Homeless Management Information System (HMIS) indicates that at any one time, approximately 1,100 people are experiencing chronic homeless in Pierce County. As part of the Comprehensive Plan to End Homelessness, Pierce County allocated \$22.3 million to the Good Neighbor Village. The Tacoma Rescue Mission is leading the project, which will create a planned community of permanent housing designed to provide hope, dignity, and purpose to the chronically homeless through purposeful work, restorative relationships, and onsite treatment. For more information, refer to the [Pierce County Village Proposal](#).

Building upon efforts made in 2020 with the CARES Act, Pierce County has focused on small businesses to further stabilize the local economy and reduce ongoing negative impacts. Approximately \$10.0 million will be distributed in the form of grants to support varying needs of local small businesses. The grants will focus on stabilizing and helping small businesses grow as they recover from closures, increased costs, and other negative economic impacts of the COVID-19 pandemic.

Over \$11.0 million has been allocated to the Pierce County Business Accelerator program with a focus on Black, Indigenous, and people of color (BIPOC) communities. Though not exclusive to the BIPOC communities, there is a strong focus on working with representatives from BIPOC and marginalized communities to ensure the programs are tailored to meet all needs, and messages are delivered to areas that are not always represented. In late 2022, Pierce County Economic Development received the [IEDC Gold Award](#) for the Pierce County Business Accelerator program. As of May 31, 2024, 455 business owners participated, with 90% minority owned, 71% women owned and 10% veteran owned.

### **Public Health–Negative Economic Impact: Public Sector Capacity**

Pierce County provided \$6.5 million for Law Enforcement, Corrections, and Juvenile Court retention and hiring incentives to help attract and retain quality officers. As of July 2022, the Pierce County Sheriff's Department had 54 vacancies, with additional retirements and resignations expected. The program has allowed the Sheriff's department and Juvenile Court to attract new candidates as well as retain existing officers. A total of 588 law enforcement retention incentives and 35 hiring incentives have been distributed as of June 30, 2024.

### **Water, Sewer, and Broadband Infrastructure**

In July 2019, [Resolution R2019-74](#) was passed, declaring Broadband an essential infrastructure. Subsequently, Pierce County allocated \$13.4 million in ARPA funding towards Broadband partnerships to aid in closing the digital divide. The purpose of the Broadband program is to leverage partnerships, grant opportunities, franchise language, and Broadband Development District incentives to expand access to broadband in the unserved and underserved areas of Pierce County by 4,213 households.

The Sewer and Water Utility Infrastructure Grant Program includes two capital infrastructure programs, the Sewer and Water Utility Infrastructure Partnership Program and the Sewer and Water Utility Infrastructure Support Program. These programs provide funding to partner with Pierce County local governments and qualified housing organizations for ARPA-eligible costs of qualified projects. The program is intended to build stronger communities and enable organizations to invest in critical utility infrastructure projects that improve access to clean drinking water, support vital wastewater infrastructure, and increase availability for affordable housing.

The Partnership Program awards included seven projects across four municipalities. Projects support affordable housing development, expand access to Pierce County residents, improve adverse environmental and public health concerns, and improve health and safety of drinking water supply.

The Support Program awards included four projects across four municipalities and will correct and avoid adverse environmental and public health concerns.

Additional information on the program can be found at the [ARPA Sewer and Water Utility Infrastructure Grant Program website](#).

## Revenue Replacement

Per Treasury's Final Rule, recipients may elect a standard allowance of \$10.0 million in revenue replacement to be spent on government services. Pierce County has elected to take the \$10.0 million standard allowance to support public safety services.





## Promoting Equitable Outcomes

In 2023, departments reviewed the County’s strategic plan to ensure continued relevance and alignment with the priorities of the residence we serve. The strategic plan prioritizes equity considerations to ensure underserved populations and disproportionately impacted residents are prioritized.

In 2021, the Pierce County Council adopted Resolution Nos. [R2021-108s](#) and [R2021-109](#), requesting all aspects of Executive Department and Council decision-making be guided by diversity, equity, and inclusion considerations. In response to these resolutions, two tools were developed to incorporate an equity lens in the County’s decision-making process, operations, and service delivery.

## A PLACE PEOPLE ARE PROUD TO CALL HOME

With the strategic plan as our framework, Pierce County allocated ARPA funding with a focus on equitable outcomes and targeting its most impacted communities. The County is stabilizing and growing businesses owned by people of color through investments in training and entrepreneurship, making COVID-19 testing available to members of all communities through mobile and mass testing sites, working directly with leaders within BIPOC communities to receive multi-perspective input, and being fully transparent with our constituents through our Open Pierce County website.

View the [Pierce County Executive’s Tier 1 Strategic Plan](#).

### Safe and Just Communities

People have confidence they are safe and will be treated fairly

### Skilled Workforce

Expand living-wage job training for underserved communities

### Attainable Housing

Everyone has access to a safe and affordable place to live

### Jobs and Entrepreneurship

Distribute economic recovery assistance, with a focus on BIPOC communities

### Accountability for Results

Measurement and public transparency drive improved decisions, performance, and fiscal responsibility

### Talented and Diverse Employees

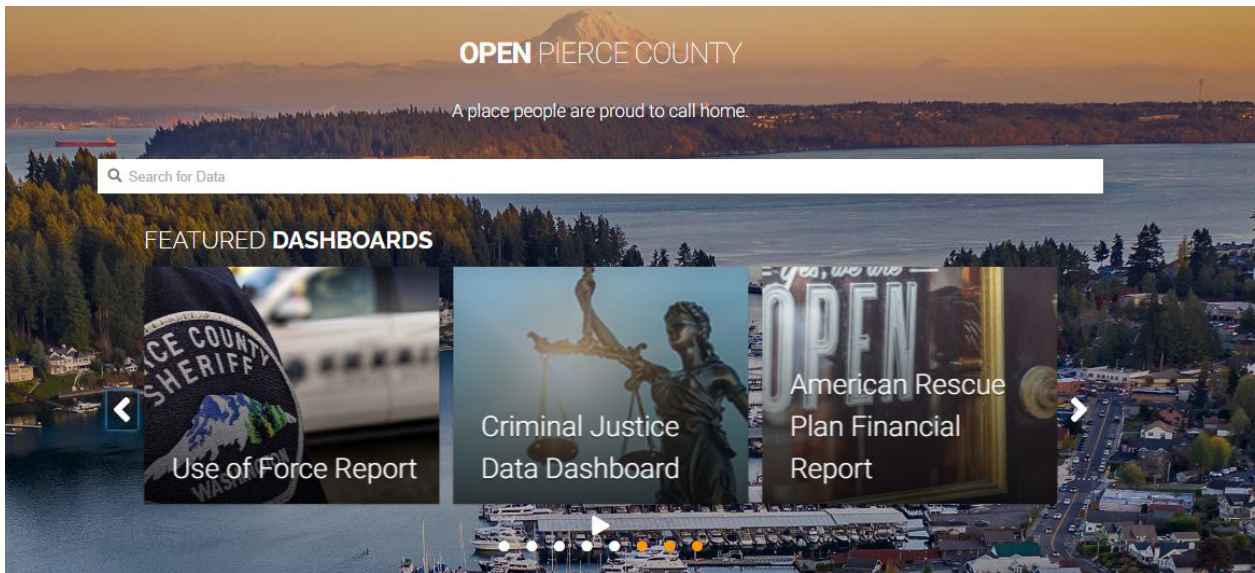
Our employees are productive, innovative, and reflect the communities we serve

# Open Pierce County

Open Pierce County is a data-driven website intended to help the public understand and evaluate Pierce County's progress toward our strategic priority areas: Vibrant Communities, Entrepreneurial Climate, and Effective Government. The indicators and measures on our dashboards are a combination of community-level outcome indicators and Pierce County government operational performance measures. This information provides a transparent and accountable record of our performance.

As ARPA funds are allocated and expended, Open Pierce County is updated with disaggregated data to monitor progress toward equity goals. Data is updated frequently, in many cases weekly, and measures are added continuously as new data components become available. This valuable data is used to assess equity, gauge program delivery and success, and adjust planning as necessary.

Open Pierce County can be found at [www.piercecountywa.gov/open](http://www.piercecountywa.gov/open).



## Equity in Budgeting

During the Pierce County 2024-25 Biennial Budget development, departments were asked to provide equity information with their budget submittal. An Equity Strategy Form was completed by departments to provide information on how equity is incorporated into hiring practices, workplace culture, strategic planning, and service delivery. Additionally, each request for new spending included equity impact questions that defined how data was used to inform requests, intermediate and long-term outcomes, and which populations and geographic areas would be served with the request. These forms assisted in making informed, equitable decisions through the budget development process.

### Performance Measures

Vibrant Communities	Objective	2021 Actual	2022 Actual	2023 Estimate	2024 Target	2025 Target	Status
Jail Confinement Alternative Program (ICAP)	Reduce Jail Confinement	491	463	376	350	330	1
Special Identification Process (SIP)	Reduce Jail Confinement	126	184	466	420	360	1
Book and Release (B&R)	Reduce Jail Confinement	76	407	336	340	285	1
Hiring of Corrections Deputies	Reduce Jail Confinement	12	5	20	19	20	1

### Funding Sources

	2020-21 Actual	2022-23 Budget	2024-25 Budget	Absolute Change	Percent Change
Charges for Services Revenue	3,099,833	7,639,460	2,384,800	(5,254,660)	(68.2)
Intergovernmental Revenue	712,802	538,460	216,200	(522,240)	(72.9)
Miscellaneous Revenue	1,114,086	1,489,600	1,184,000	(305,600)	(20.5)
Proceeds from Sale of Assets	65	—	—	—	—
Tax Revenue	1,829,330	1,912,860	1,912,860	—	—
Transfers In	831,200	35,970	35,970	—	—
General Fund Support	—	119,086,790	144,210,200	25,123,410	21.1
<b>Total</b>			<b>220</b>	<b>19,440,900</b>	<b>14.9</b>

### Staffing Summary

	2020 FTE	2021 FTE	2022 FTE	2023 FTE	2024 FTE	2025 FTE	24-25 Budget Head	Absolute Change	Percent Change
Bureau Chief	1.00	1.00	1.00	1.00	1.00	1.00	940	7,919,930	13.2
Accounting Assistant	2.00	2.00	2.00	2.00	2.00	2.00	140	4,342,870	14.9
Assistant to the Chief	1.00	1.00	1.00	1.00	1.00	1.00	930	2,192,380	14.4
Business & Financial Operations Manager	—	—	0.50	0.50	0.50	0.50	570	7,445,120	23.5
Correctional Captain	2.00	2.00	2.00	2.00	2.00	2.00	350	63,700	1.6
Correctional Lieutenant	12.00	12.00	12.00	12.00	12.00	12.00	220	19,440,900	14.9
Correctional Major	—	—	1.00	1.00	1.00	1.00	—	—	—
Correctional Sergeant	23.00	23.00	23.00	23.00	23.00	23.00	—	—	—
Correctional Technician	3.40	3.40	4.00	4.00	4.00	4.00	—	—	—
Corrections Deputy	262.00	212.28	292.00	263.00	248.10	248.10	6,900	1,737,330	18.2
Dept Computer Support Specialist	1.00	1.00	1.00	1.00	1.00	1.00	7,690	9,201,370	11.9
Detective Sergeant	0.50	0.50	0.50	0.50	0.50	0.50	0,140	8,501,800	22.8
Mental Health Evaluation Specialist	8.00	8.00	8.00	8.00	8.00	8.00	8,220	19,440,900	14.9
Mental Health Manager - Corrections	1.00	1.00	1.00	1.00	1.00	1.00	—	—	—
Office Assistant	4.50	4.50	4.00	4.00	6.00	6.00	—	—	—
Physician/Medical Director	1.00	1.00	1.00	1.00	1.00	1.00	—	—	—
Budget & Fiscal Manager - Sheriff	0.50	0.50	—	—	—	—	—	—	—
<b>Total</b>	<b>322.90</b>	<b>322.90</b>	<b>323.00</b>	<b>322.00</b>	<b>312.10</b>	<b>312.10</b>			

## Resolution No. R2021-108s

Tool measuring accessibility, livability, education, environmental health, and the economy throughout Pierce County to be called the Countywide Equity Index

## Resolution No. R2021-109

An analytical framework, using indicators in the Equity Index, shall be used to analyze all proposed ordinances and resolutions reaffirming the Pierce County Council's commitment to Community Inclusivity.

Establishes a County Equity Index and Diversity, Equity and Inclusion Policy to guide all aspects of decision making.

Establishes an Equity Review Committee to Review Recommendations and to monitor and review continuing data analysis conducted by the Executive's Criminal Justice Work Group

Pierce County Equity Index  
[www.piercecountywa.gov/equityindex](http://www.piercecountywa.gov/equityindex)

## Countywide Equity Index, Equity Note, and Diversity, Equity, and Inclusion

In August 2021, the County Council passed two resolutions ([R2021-108s](#) and [R2021-109](#)) demonstrating Pierce County's commitment to diversity, equity, and inclusion. As part of the Countywide Equity Index (R2021-108s), Pierce County identified a number of indicators to inform policy, program, and budgetary decisions. Indicators are grouped into the following determinant categories: Accessibility, Livability, Education, Economy, and Environmental Health.

An analytical framework, or Equity Note, is used to methodically evaluate all legislative proposals for anticipated impacts on equity. All proposed resolutions and ordinances are required to include an Equity Note. The Equity Note provides background on how opportunities to further equity were identified, how a proposed policy or action may impact equity in Pierce County, demographic information of targeted populations, intended outcomes, unintended consequences, and a plan for measuring impact.

Established by Resolution No. 2021-109, the Equity Review Committee provides the Pierce County Council with recommendations to continue moving the County to a more culturally competent organization. Each Councilmember appointed two members, one of which represents a marginalized and/or underserved community from their respective district to serve as voting members. Members are joined by non-voting members assigned by certain Pierce County departments.

The Equity Index and Equity Note process was implemented April 1st, 2023.

# Equity in Programming

## GOALS

1. Reach as many adversely affected groups as possible.
2. Particular focus on BIPOC, homeless, seniors, and youth.
3. Leverage County resources to implement and track equitable outcomes.

## AWARENESS

1. Outreach to disadvantaged communities through community groups that are directly connected to priority populations.
2. Referrals directly into programs via community groups.
3. Public notice of programs and opportunities.

## ACCESS & DISTRIBUTION

1. Programs specifically designed to offer administrative support and resources for all members of the community.
2. Programs designed to increase knowledge, build financial stability, and promote permanent housing.

## OUTCOMES

1. Large infrastructure projects aim to address the digital divide and provide safe and efficient water/sewer.
2. Comprehensive Plan to End Homelessness aimed at a functional zero state.
3. Programs partnering with community groups intend to educate, socialize, and support members of the disadvantaged communities.



# Community Engagement

## Multi-Jurisdiction Collaboration

The Pierce County Council held a multi-jurisdiction study session on May 27, 2021 to share plans related to ARPA funds, including discussion of funds already appropriated. The study session stressed the importance of working collaboratively, locally, regionally, and countywide to ensure the funds are allocated in the most efficient, and effective ways. During the study session, the below funding principles were shared, which will help drive the best outcomes for our communities.

Equity and Vulnerability	Accountability and Outreach	Financial Stewardship	Leverage
Countywide Approach (One Pierce County)	Timeliness and Flexibility	Compliance	Civil Rights

## Cross-Community Information Sharing

As part of the CARES Act, the Tacoma-Pierce County Health Department (TPCHD) conducted a campaign that invited representatives to share information with their communities. Organizations affiliated with diverse populations and communities were included in initial requests for feedback. Additionally, the TPCHD identified six geographically based Communities of Focus that faced disproportionately poor health outcomes – East Tacoma, Key Peninsula, Parkland, White River, Springbrook, and South Tacoma. Outreach to the communities included an appearance on a Spanish speaking radio station, radio and digital advertising to veterans, and paid ads on social media to ensure a wide variety of disproportionately impacted communities had access to valuable information. Responses were received from at least 14 community groups, and the information gained from such interactions was used to inform decisions related not only to CARES Act, but ARPA as well.

## Community Survey

An online open house and survey gathered community feedback to help guide budget priorities. Open from mid-May through late June 2023, the survey provided an extended opportunity to gather responses. Community members were informed about the survey through the County website, community navigators, Council and Board and Commission listservs, the Executive’s blog, and through social media channels.

Nearly 2,600 individuals who live and work in Pierce County responded to the survey, representing diverse backgrounds, ages, and experiences. Respondents rated violence, homelessness, drugs, and the cost of living as the biggest problems facing Pierce County. Public safety and crime were top budget priorities among survey respondents, followed by transportation and roads, homelessness, jobs, and the economy.



## Stakeholder Steering Committee

A steering committee was created in early 2020 to provide input on utilization of CARES Act funds. This same steering committee, co-chaired by Executive Bruce Dammeier and former Council Chair Derek Young, was reconvened in 2021 to provide strategic input on ARPA funds. The Committee included 12 key stakeholders, representing a diverse group of members from the community, and worked together to review and identify potential funding scenarios. The recommended scenarios were presented to the County Council to inform funding allocation decisions.

## Business Owner Survey

To gauge the participation and effectiveness of assistance throughout the pandemic, the Pierce County Economic Development Department surveyed over 1,700 local businesses across Pierce County. The majority of those surveyed were small businesses – 77% reported having 10 or fewer employees, while 31% were minority-owned and 51% women-owned businesses.

The results showed the most utilized programs were small business assistance grants and the personal protective equipment (PPE) program. The survey closed March 2, 2021, and shortly thereafter, the Council allocated the first round of ARPA funds with a focus on support for small businesses.

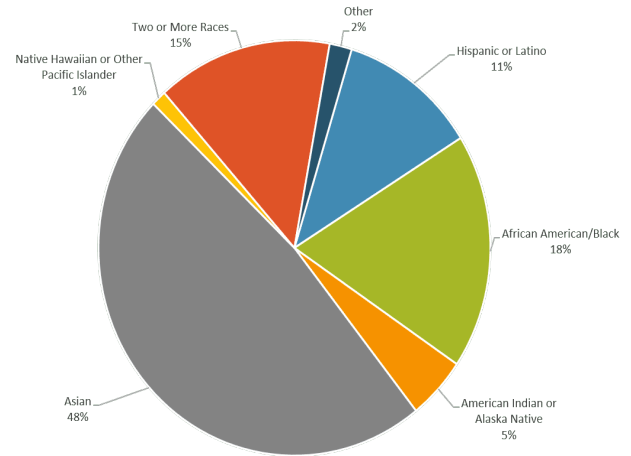
According to those surveyed, only 16% of businesses sought no assistance during the pandemic. The percentage of local businesses using County programs and services to assist with economic recovery is encouraging, and the ARPA funds will continue to focus on local businesses to further boost the economy in an equitable manner. Specific to the ARPA Rollback Relief Grant program, 40% of the recipients were minority owned businesses, 53% were women owned, and 10% were veteran owned. Looking at the entire recipient pool, 70% of the funds went to minority-, women-, or veteran-owned businesses.

In designing our economic recovery programs, outreach partners included: The Black Collective, The Urban League, Mi Centro, Korean Women’s Association, Asia Pacific Cultural Center, and the Puyallup Tribe. Economic Development worked with the

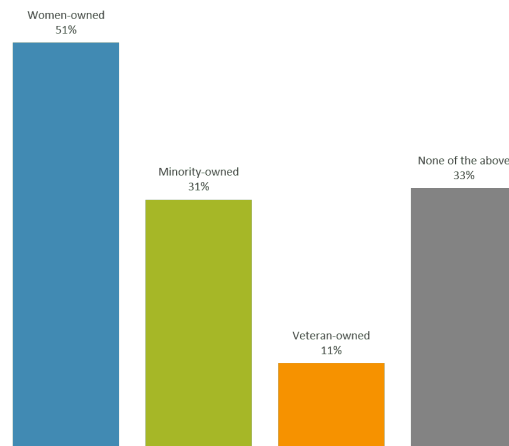
broader network of BIPOC and business organizations to both help promote existing programs and design new programs. Using these networks has allowed the County to connect with underserved businesses using their trusted source networks.

The results of the business survey helped guide ARPA allocations to reach BIPOC-, veteran-, women, and rural-owned businesses that are often underrepresented. Recognizing the pandemic had a significant impact on minority- and women-owned businesses, efforts were made to develop strong social networks and coalitions to reach priority populations. A vital part of outreach has been helping these populations navigate and access resources. All programs have been viewed through a lens of equity, diversity, and inclusion to inform and implement programming.

### Business ownership race/ethnicity:



### Women, minority and veteran owned ownership:



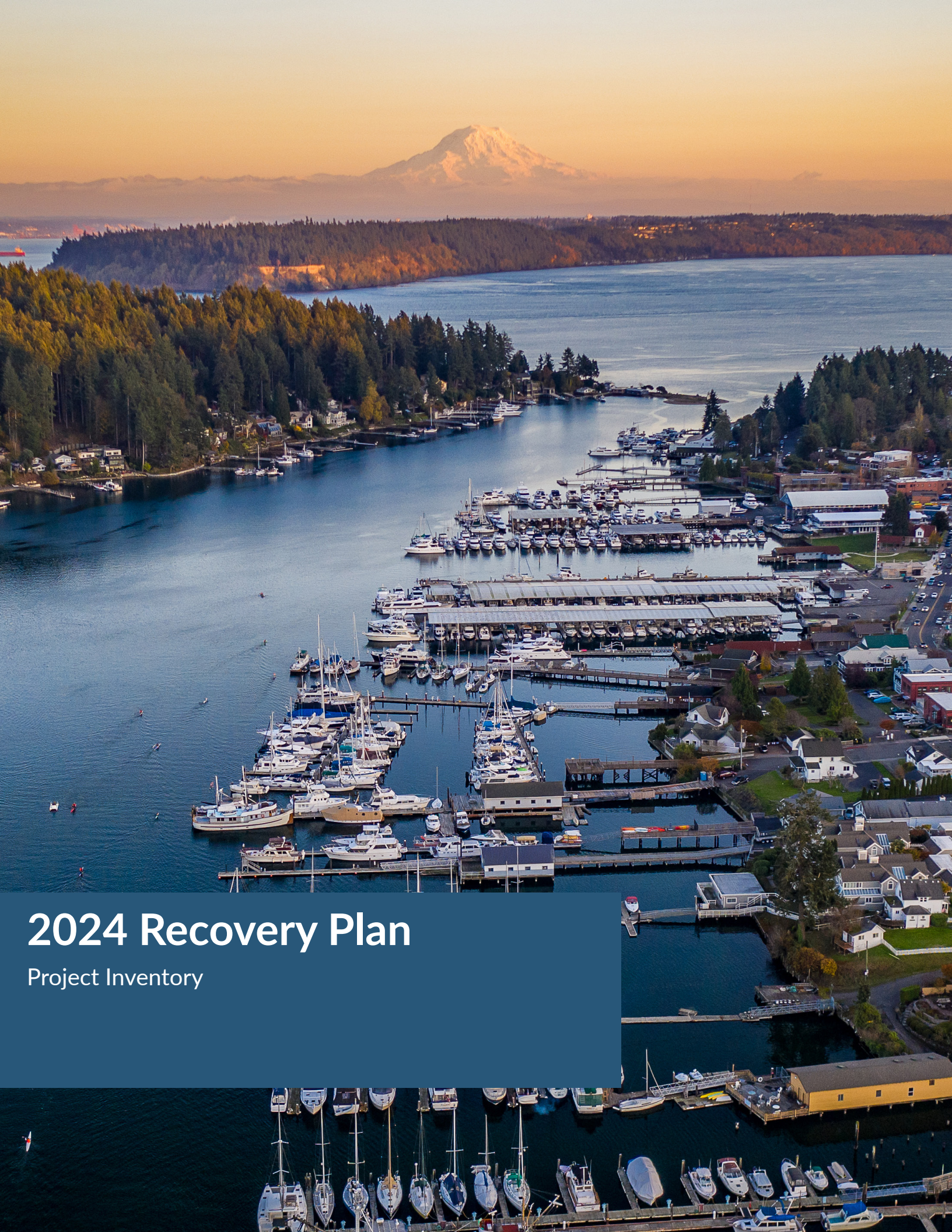
Further details from the survey can be found at <https://www.piercecountywa.gov/7194/2021-Pierce-County-Business-Survey>.



## Labor Practices

Pierce County allocated \$23.3 million for sewer/municipal and broadband infrastructure projects. Strong labor standards are used to promote effective and efficient delivery of high-quality infrastructure projects while supporting economic recovery. Infrastructure projects cross local cities and towns throughout Pierce County, including the Nisqually Indian Tribe, creating strong employment opportunities throughout the County.

The labor standards program in Pierce County ensures compliance with local, state and federal labor standards. This includes verifying Washington State prevailing wages through the use of the state intent and affidavit forms, as well as reviewing certified payrolls and on-site wage interviews with employees when appropriate/necessary. Pierce County encourages contractors to work with DBE/MWBE firms as much as possible, as well as local firms, firms using apprentices, and veteran-owned businesses. Pierce County's policy is to ensure full compliance with Title VI, Civil Rights Act of 1964 and all related statutes and regulations.



# 2024 Recovery Plan

Project Inventory

## COVID-19 Testing and Personal Protective Equipment

**Project:** Fair COVID-19 Testing, Personal Protective Equipment

**Project ID:** ARPA-13, ARPA-24

**Funding Amount:** \$952,935

**Expenditure Category:** 1.2 COVID-19 Testing, 1.5 Personal Protective Equipment

### Project Overview:

Rapid COVID-19 Testing was provided at the Washington State Fairgrounds to allow a safe reopening to the public. Testing support was provided each day the fair was operating. Rent and operations for a Personal Protective Equipment (PPE) warehouse, along with distribution of PPE, ensured community members and local businesses received necessary materials. Funding also included the purchase of PPE for the Pierce County Medical Examiner and the Pierce County Sheriff's Department.

### Promoting Equitable Outcomes:

The storage facility housed PPE for local businesses, Tacoma-Pierce County Health Department (TPCHD), and non-profits. Distribution of PPE throughout the region lessened the burden on many businesses and non-profits in a time where public health requirements were impactful. This program allowed more businesses to remain open and reduced the spread of COVID-19, particularly to businesses in disadvantaged communities.

### Performance Indicators

#### Output Measures

- 19 days of total testing
- 816,000 visitors to the fair in 2021
- 1,957 antigen tests administered
- 60 polymerase chain reaction (PCR) tests administered
- \$1.2M for rent and operations of a PPE storage facility
- \$112.5K for the Pierce County Medical Examiner's Office and Pierce County Sheriff's Department
- 17M items of PPE distributed
- 665 groups received PPE
- 145 types of PPE distributed

#### Outcome Measures

- Reduction in transmission and positive cases
- 50% reduction in positive PCR results

## Violence Prevention

**Project:** Domestic and Family Violence Support

**Project ID:** ARPA-8

**Funding Amount:** \$759,754

**Expenditure Category:** 1.11-Community Violence Interventions

### Project Overview:

The COVID-19 pandemic increased the need for emergency assistance for victims and survivors of domestic violence who were forced to remain in homes with their abusers and/or flee from an unsafe situation. Funding for the Crystal Judson Family Justice Center (FJC), YWCA, Rebuilding Hope, Catherine Place, and Our Sister's House provided support to those who experienced domestic violence as a direct result of the COVID-19 pandemic. Support included phone cards, hotel stays, domestic violence advocacy services, enhanced legal support, emotional support, emergency vouchers, and Children's Advocacy and therapy.

A portion of the funding was appropriated to Mi Centro in support of its three-day [Breaking Barriers Conference](#) to support training and professional development for domestic violence workers.

Additional funding has been allocated in 2024 to the FJC to implement recommendations as reported by the Pierce County Performance Audit Committee's study on Pierce County's approach to domestic and sexual violence. The [Evaluation of Pierce County's Approach to Gender-Based Violence Services](#) discussed several recommendations, such as an Advocate Coordinator at the Courts, access to civil legal aid, language access plans, access to immigration protections, on-going accessible training and technical assistance to all first responders, and mobile advocacy.

### Promoting Equitable Outcomes:

Within these programs, support groups ensured equitable outcomes among all participants by offering specialized services. Catherine Place, for example, provided culturally specific support groups for Spanish speaking survivors in Pierce County that focused on domestic violence education and interventions. The program included isolated first-generation and newly arrived immigrant women with few links to the larger community.

## Performance Indicators

### Required Performance Indicators

- Zero workers enrolled in sectoral job training programs
- Zero workers completing sectoral job training programs
- Zero people participating in summer youth employment programs

### Output Measures

- Collaboration with six organizations
- 595 individuals provided with advocacy, emotional support, safety planning, financial assistance, help with the justice system, support groups and resource referrals
- YWCA provided 1,732 advocacy hours and served 57 clients
- Catherine Place provided 34.5 hours of Spanish speaking group instruction to nine women
- Catherine Place provided 672 domestic violence support services to 160 clients

### Crystal Judson Family Justice Center

- 83 individuals assisted, with a total of 121 children
- 74 clients were below poverty level
- Provided 17 hotel stays
- Distributed 68 phones and 204 phone cards
- Race/Ethnicity: 24 White, 18 Hispanic, 11 Black, 6 Multi-racial, 3 American Indian/Alaskan Native, 2 Asian and 19 Other/Unknown

### Outcome Measures

- Increase in clients' sense of self-efficacy as well as their hope for the future
- Increase in clients' access to community resources, opportunities, and supports
- Increase in capacity of clients to stabilize their lives, creating a positive spiral in survivors' lives, resulting in more positive social and emotional well-being over time
- 95% of individuals confirmed they were connected to services
- 86% of individuals were satisfied with the services received

**Project:** Pilot Program - Community Transition Services

**Project ID:** ARPA-88

**Funding Amount:** \$350,00

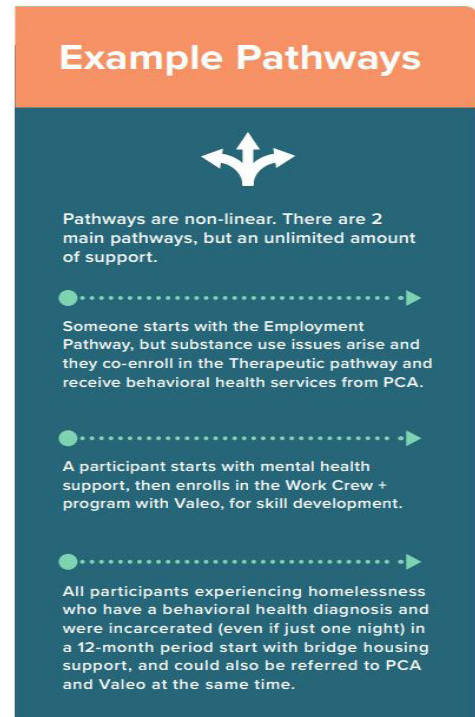
**Expenditure Category:** 1.11 Community Violence Interventions

### Project Overview:

The COVID-19 pandemic negatively impacted the mental health and well-being of individuals in Pierce

County. Isolation, grief from loss of loved ones, job insecurity, financial stress, and disruptions in daily routines contributed to increased levels of anxiety, depression, and overall psychological distress.

The Pre-Trial Pathways (PTP) program is a comprehensive initiative designed to support individuals in the pre-trial phase of the criminal justice system. In collaboration with community partners (Valeo Vocation, Pierce County Alliance, Comprehensive Life Resources, Evergreen Empowerment Group, Sound Outreach, and Workforce Central) PTP aims to empower participants through personalized guidance, evidence-based interventions, and holistic support.



### Promoting Equitable Outcomes:

The PTP Program is committed to advancing strong, equitable growth, particularly focusing on racial and economic equity. PTP targets individuals facing economic challenges, including BIPOC populations, aiming to improve housing stability, employment prospects, and mental health. The program's outcomes are centered on closing gaps in the key areas of housing support, employment, behavioral health services, and subsidized employment.

### Evidenced-Based (\$350,000):

The PTP program utilizes a variety of evidence-based programming and interventions that have proven to be effective in supporting economic self-sufficiency. Such programs include: Elevating Peers, Financial Empowerment, Transitional Employment, Behavioral and Mental Health Best Practices, and Mobility Mentoring.

## Performance Indicators

### Required Performance Indicators

- Zero workers enrolled in sectoral job training programs
- Zero workers completing sectoral job training programs
- Zero people participating in summer youth employment programs

### Output Measures

- 109 referrals received
- 32 participants are actively engaging in services
- 63% of active participants are persons of color
- 11 participants were successfully placed in employment
- 14 participants received mental and behavioral health services

### Outcome Measures

- Increase self-sufficiency scores
- Reduction in justice-involvement
- Participants will secure stable employment and achieve financial independence
- Participants will secure stable housing and reduce episodes of homelessness

## Prevention in Congregate Settings

**Project:** Corrections Electronic Home Detention

**Project ID:** ARPA-4

**Funding Amount:** \$1,097,302

**Expenditure Category:** 1.4 Prevention in Congregate Settings (Nursing Home, Prisons/ Jails, Dense Work)

### Project Overview:

The Jail Confinement Alternative Program (JCAP) allows the jail to maintain public health and safety, stem the spread of the virus by controlling the population within the jail, and ensure individuals are held accountable to court-imposed sanctions while alleviating the pressure from the backlog of cases in the courts.

### Promoting Equitable Outcomes:

JCAP reduces financial barriers and affords individuals the opportunity to serve their sentence while maintaining employment and housing, supporting their families, and contributing to the community. Pierce County was selected as a Research-Action Site to partner with [Advancing Pretrial Policy and](#)

[Research](#) (APPR) to improve pretrial justice systems – leading to equal protection and access among all. APPR prioritizes safety and promotes racial equity through their research and collaborative efforts with communities such as Pierce County.

## Performance Indicators

### Output Measures

- Average of 40 JCAP enrollments per month
- Over 600 participants since the start of the program in August 2020
- 35 days average sentencing per court order
- \$18 average daily fee

### Outcome Measures

- 100% of participants satisfying court ordered sanction

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**Project:** Corrections Electronic Home Monitoring

**Project ID:** ARPA-7

**Funding Amount:** \$108,728

**Expenditure Category:** 1.4 Prevention in Congregate Settings (Nursing Home, Prisons/ Jails, Dense Work)

### Project Overview:

Electronic monitoring was provided by Friendship Diversion Services for individuals who were court ordered to serve time or monitored pre-trial on electronic detention. When the pandemic impacted the jail population and court procedures and processing, the referrals to pretrial services nearly doubled.

### Promoting Equitable Outcomes:

Without the electronic monitoring service, many indigent persons unlikely to re-offend would have been remanded into custody with a monetary bail requirement that disproportionately impacted those who did not have the financial means to secure monetary release.

### Evidenced-Based (\$108,728):

Independent from the ARPA funding, the Pretrial Services program is in the middle of a 5-year research project which reviews the entire pretrial period of the criminal justice system for efficiencies, inequities, and research-based decisions. Performance outcomes for that project will include fidelity to Criminal Rule 3.2 which directs courts to employ the least-

restrictive conditions that would reasonably assure the court that the defendant is likely to return to court hearings and maintain law abiding behavior while pending trial.

### Performance Indicators

#### Output Measures

- 100 participants were active within a 60-day period through the end of December 2021
- 90.3% appeared to pretrial services in 2021
- 8.2% of pretrial program participants were sentenced to additional jail days post-trial

#### Outcome Measures

- Allowed individuals who were court ordered the ability to serve time at home while reducing the jail population
- Pretrial Services appearance rates increased

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**Project:** Facilities Buildings Adaptations, Janitorial Services, and Security Services

**Project ID:** ARPA-10, ARPA-11, ARPA-12

**Funding Amount:** \$622,469

**Expenditure Category:** 1.4 Prevention in Congregate Settings (Nursing Home, Prisons/Jails, Dense Work)

#### Project Overview:

Modifications and janitorial and security services were provided to County facilities to adhere to COVID-19 safety guidelines and support alternate locations. Funding included repair and maintenance to multiple buildings, disinfecting and sanitation supplies, installation of materials to reduce COVID-19 spread, improvements to elevator ventilation, rental equipment for alternate locations, security services, and maintenance supplies.

#### Promoting Equitable Outcomes:

Provided opportunities for community members and County staff to safely access public buildings and services during the COVID-19 pandemic.

### Performance Indicators

#### Output Measures

- Supported 10 different County facilities with adaptations
- Supported 19 different County facilities with janitorial services
- Supported 5 different County facilities with security services post-trial

### Outcome Measures

- Decreased exposure and reduced spread of COVID-19 through mitigation and prevention
- Community members had access to critical County facilities

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**Project:** Bailiffs for Jury Orientation, Off-site Court Locations, District Court Safety Ambassador, and Technology Equipment and Support for Offsite Locations

**Project ID:** ARPA-3, ARPA-23, ARPA-28, ARPA-29

**Funding Amount:** \$902,907

**Expenditure Category:** 1.4 Prevention in Congregate Settings (Nursing Home, Prisons/Jails, Dense Work)

#### Project Overview:

Due to the unprecedented court backlog and requirement for distancing, additional support and adjustments to buildings were required. Pierce County Facilities Management used ARPA funds to maintain vital county services in compliance with Centers for Disease Control and Prevention (CDC) guidelines. The funds were primarily used to provide space that was safe and clean for the continuation of services. Facilities that were most impacted or received support were directly related to court functions that were put at an increased risk due to modifications in staffing levels.

Though off-site court locations allowed court activities to continue safely, locations required additional support, supplies, and equipment. Additional bailiffs were added for offsite court rooms to accommodate safety and social distancing for jurors.

#### Promoting Equitable Outcomes:

Provided opportunities for community members and County staff to safely access court services through the COVID-19 pandemic. Safety ambassadors were bilingual in Spanish and offered additional support to non-English speaking visitors. Ambassadors were instrumental in translating COVID-19 safety signs into the top four most spoken languages identified in the Pierce County language access plan.

### Performance Indicators

#### Output Measures

- Five additional bailiffs supported 11,831 jurors
- Supported four different off-site facilities
- Security services provided during open hours of operation

### Outcome Measures

- Reduction in the total number of court backlog cases
- Decreased exposure and reduced the spread of COVID-19 through mitigation and prevention and the ability to safely social distance

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**Project:** Jail Quarantine Backfill

**Project ID:** ARPA-19

**Funding Amount:** \$610,899

**Expenditure Category:** 1.4 Prevention in Congregate Settings (Nursing Home, Prisons/ Jails, Dense Work)

### Project Overview:

Due to the nature of housing inmates in close quarters, jail staff were exposed to inmates diagnosed with COVID-19. Funding supported the additional costs for overtime to backfill staff who were required to quarantine due to a positive COVID-19 status.

### Promoting Equitable Outcomes:

Jail quarantine support ensured the jails were able to continue functioning. Without backfill support the jails would have experienced unsafe conditions.

### Performance Indicators

#### Output Measures

- 690 shifts
- 2,944 hours of overtime
- As of January 2022, 44% of the inmate population was quarantined or isolated
- As of January 2022, 49 staff were out with COVID-19 diagnosis

### Outcome Measures

- Decreased exposure and reduced the spread of COVID-19 through mitigation and prevention
- Decreased the percent of inmate and staff populations that were quarantined

## Law Enforcement Activities

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**Project:** Law Enforcement Activities

**Project ID:** ARPA-20

**Funding Amount:** \$315,216

**Expenditure Category:** 1.14-Other Public Health Services

### Project Overview:

Funding supported North Lake Tapps Park Patrol, group training equipment for law

enforcement, and anti-street racing efforts. Throughout the COVID-19 pandemic, Pierce County experienced an increase in unlawful activities and other issues associated with increased populations in certain areas, like public parks. Security was provided at North Lake Tapps to maintain a safe and orderly condition around the park and ensure the park occupancy limit was not exceeded during the summer months. Street racing emphasis patrols were instituted across areas of Pierce County to reduce illegal street racing.

### Promoting Equitable Outcomes:

During the COVID-19 pandemic, many indoor facilities were either closed or posed increased health risks for those in attendance. Individuals turned to outdoor locations and activities to congregate and socialize. The additional support to increased populations allowed the public to continue to benefit from the ability to gather.

### Performance Indicators

#### Output Measures

- 48,000 visitors to North Lake Tapps County Park between April and September 2021
- 418 total shifts and 3,361 hours worked by deputies at North Lake Tapps County Park
- Between January and July of 2021, approximately 5-10 street racing emphasis patrols
- 103.5 hours patrolled by deputies
- 29 traffic notices of infraction/tickets, 38 watercraft warnings, 8 boating accidents, 19 alcohol warnings, 167 behavior warnings, 494 citizen assists, 11 first aid events and 2 criminal arrests.

### Outcome Measures

- Increased safety for park-goers, prevented traffic occurrences and ensured maximum occupancy was not exceeded at the park

## COVID-19 After Action Report

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**Project:** COVID-19 After Action Report

**Project ID:** ARPA-52

**Funding Amount:** \$202,369

**Expenditure Category:** 1.14-Other Public Health Services

**Project Overview:**

Pierce County Department of Emergency Management (DEM) hired a contractor to complete a detailed After-Action report and Improvement Plan. The final report provided an overview of Pierce County's response to the COVID-19 pandemic from March 2020 to March 2022. The report identified best practices, challenges, and areas for improvement and made recommendations to address identified gaps and deficiencies in the response efforts.

**Promoting Equitable Outcomes:**

The process to develop the After-Action Report and Improvement Plan was facilitated by a neutral entity and provided all stakeholders with equal time and opportunities to provide feedback to inform the final product. Stakeholders included jurisdictions, county departments, first responder agencies, healthcare agencies, local health jurisdictions, emergency management organizations, critical infrastructure partners, school districts, higher education, non-profit community organizations, and the private sector.

**Performance Indicators***Output Measures*

- Six facilitated workshops
- Final report delivered to Pierce County

*Outcome Measures*

- Key-findings will enable Pierce County to build upon the strengths identified in the report and address identified areas of improvement to provide improved response in future emergencies

## Tacoma-Pierce County Health Department

**Project:** TPCHD - Other Public Health  
Emergency Response Costs

**Project ID:** ARPA-49

**Funding Amount:** \$7,748,596

**Expenditure Category:** 1.14-Other Public Health Services

**Project Overview:**

Funding provided for the Tacoma Pierce County Health Department (TPCHD) to address continuing public health needs, resulting from the COVID-19 pandemic. [Resolution No. R2022-28](#) defined a spending plan for the \$10.8 million allocation, including outbreak

investigations, testing, response management and operations support, epidemiology and data, communications, and community engagement. TPCHD's COVID-19 response priorities were to limit the spread of COVID-19 throughout the community, keep schools open and children and staff safe, support businesses with education, information and resources, ease pressure on hospitals, and respond to changing needs.

**Promoting Equitable Outcomes:**

TPCHD serves the Pierce County public and is located within a Qualified Census Tract, making it easily accessible to underserved communities. Isolation and quarantine services are provided to COVID-19 positive community members and close contacts who are not able to properly isolate or quarantine. Epidemiology and data efforts have improved and increased data analysis and visualization, allowing for a proactive analysis of underserved communities.

Through community engagement, TPCHD strives to meet the diverse needs of all residents where they live, work, learn and play by providing culturally appropriate COVID-19 outreach, education, and resources. The TPCHD Community Engagement staff worked with community agencies representing various populations disproportionately impacted by the pandemic. This work included several contracts to both distribute information and collect input from communities that informed planning to ensure the community needs were met.

**Performance Indicators***Output Measures*

- 758,893 test kits distributed
- 555,458 OTC antigen home kits provided

- 145,237 cases reported and processed
- 1,136 outbreaks investigated

#### Outcome Measures

- Sustain low transmission and positivity rates to reduce number of patients requiring care
- See the [COVID-19 After-Action report](#) for additional information on TPCHD's COVID-19 response efforts

**Project:** TPCHD - COVID-19 School Assistance  
**Project ID:** ARPA-50  
**Funding Amount:** \$2,626,871  
**Expenditure Category:** 1.14-Other Public Health Services

#### Project Overview:

TPCHD used a third-party contracted vendor to provide Pierce County School Districts contact tracing and investigation staff (onsite and remote), and an internal TPCHD team to support school districts with guidance, education, and coordination of supplies. Seven school districts and one private school were part of the student testing program and several additional school districts, private and tribal schools, and institutes of higher learning received ongoing support and guidance.

#### Promoting Equitable Outcomes:

Over 50% of the school districts supported have a large portion of schools within or near qualified census tracts. Through the school support, many students were able to obtain testing assistance that otherwise may have not been accessible. TPCHD strives to meet the diverse needs of all residents where they live, work, learn, and play by providing culturally appropriate COVID-19 outreach, education, and resources.

#### Evidenced-Based (\$1,400,000):

Case and contact investigation is an established best practice to control communicable disease. Funding primarily supported evidence-based interventions and outcomes were monitored to determine impact and inform adjustments to the program.

#### Performance Indicators

##### Output Measures

- Supported 19 public school districts, 46 private schools, one tribal school, six institutes of higher education, and the Washington Federation of Independent Schools.

#### Outcome Measures

- 100% of the schools supported provided in person schooling in 2021

**Project:** Family Resource Centers  
**Project ID:** ARPA-51  
**Funding Amount:** \$1,720,445  
**Expenditure Category:** 1.14-Other Public Health Services

#### Project Overview:

Funding provided for the TPCHD [Family Resource Centers](#) (FRCs) to assist communities with getting the help and resources they need to achieve family goals. The [Family Support Partnership](#) (FSP) is a state leader in the field of family support and strengthening and uses a collective impact approach between agencies, community-based organizations, providers, and families. The approach aligns systems, strategies, resources, and capacity to expand and strengthen a county-wide support network for Pierce County families. There are ten Family Resource Centers within the FSP and they provide resources such as free parenting classes, diapers and baby wipes, and school readiness programs, and connects them to basic needs.

#### Promoting Equitable Outcomes:

FRCs are welcoming, trusted, and safe community hubs that are culturally sensitive and embedded in local communities. The program serves communities with higher rates of Adverse Childhood Experiences (ACEs), Adverse Community Environments (The Pair of ACEs), and refugee and migrant communities. Many of the FRCs have bilingual staff (Spanish, Russian, Ukrainian) and works in partnership with the office of assessment to identify racial and ethnic disparities and to prioritize work to increase racial equity and justice.

#### Evidenced-Based (\$1,720,445):

The [Strengthening Families Framework](#) for FRC is an evidenced-based framework which guides the work to increase the five protective factors - concrete support in times of need, knowledge of parenting and child development, parental resilience, social connections, and social and emotional competence of children.

The [Triple P Parenting Program](#) is also an effective evidence-based parenting program that offers simple, practical strategies to help parents build strong, healthy relationships, confidently manage their children's behavior,

and promote positive child development. Triple P has been shown to work across cultures, socio-economic groups and in many kinds of family structures.



Triple P five principles of positive parenting<sup>2</sup>

### Performance Indicators

#### Output Measures

##### Five Protective Factors

- Concrete support in times of need: 126,963 families
- Knowledge of parenting and child development program: 16,990 families
- Parental resilience: 16,421 families
- Social connections: 27,940 families
- Social and Emotional competence of children: 3,688 families

##### Triple P

- 447 parents enrolled in an evidenced-based positive parenting program
- 15 practitioners trained in evidenced-based Fear-Less positive parenting program

#### Outcome Measures

- Improve parents' confidence in their ability to meet their parenting goals, leading to an improved likelihood of using positive parenting practices and minimizing coercive or negative interactions with children
- Reduce likelihood of child abuse and neglect
- Decrease the negative effects of Adverse Childhood Experiences (ACEs) and Adverse Community Environments

**Project:** TPCHD Support, Isolation and Quarantine

**Project ID:** ARPA-79, ARPA-53

**Funding Amount:** \$4,779,127

**Expenditure Category:** 1.14-Other Public Health Services

### Project Overview:

Funding supported multiple functions of TPCHD:

- Services for those individuals who were unable to isolate and quarantine, either at home, or due to being unhoused. TPCHD used several Adult Family Homes dedicated to COVID-19 positive people.
- The reopening of TPCHD after it was closed to the public for 15 months
- Treatment services: Medications for Opioid Use Disorder (MOUD) program that administered FDA approved medications
- Wraparound services to purchase test kits for mobile testing clinics in Puyallup

### Evidenced-Based (\$4,779,127):

Case and contact investigation and isolation precautions are established best practices to control communicable disease.

### Promoting Equitable Outcomes:

All services supported the public, including those marginalized and disproportionately impacted by the COVID-19 pandemic. TPCHD is located within a Qualified Census Tract, making it easily accessible to underserved communities.

### Performance Indicators

#### Output Measures

##### Isolation and Quarantine

- 307 individuals were referred to isolation and quarantine; 26% of individuals were housed and unable to isolate, 74% of individuals were unhoused
- 104, or 39% of referrals were placed in temporary housing isolation and quarantine while the remaining were requested to shelter in place

##### Reopening

- Averaged 137 customers daily

##### Treatment Services

- LPN's poured carries for 904 patients

<sup>2</sup>Tacoma-Pierce County Health Department (<https://tpchd.org/healthy-people/family-support-partnership/triple-p/>)

- between July 1 and December 31, 2021
- Demographics of patients that received Treatment Services: 20% identify as other than Caucasian, 7% with Hispanic origin, 5.6% with a Tribal affiliation, 92% were Pierce County residents, 58% were female, 22% reported full-time employment, 9.6% were homeless and 24% were parenting under 18

*Wrap Around Services*

- 48,200 Let'sGetChecked (LGC) tests were delivered in December 2021, and the testing branch distributed 23,470 of these kits

*Outcome Measures*

- Reduced overcrowding of spaces by limiting capacity
- Increased temporary LPNs to allow increased medication distribution and pre-pouring to reduce clinic traffic
- Increased capacity for testing by allowing purchase of at home tests

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**Project:** TPCHD – COVID Response Contingency and Staff Resiliency  
**Project ID:** ARPA-83  
**Funding Amount:** \$993,328  
**Expenditure Category:** 1.14-Other Public Health Services

**Project Overview:**

Funding supported initiatives to mitigate the effects of extended activation of TPCHD staff that responded and worked to improve health outcomes of Pierce County residents due to the COVID-19 pandemic. Impact on staff included increased burnout, signs of post-traumatic stress disorder, and resignations. Funding allowed the hiring of staff to plan and implement resiliency programs and events as well as bring resources to support staff through the COVID-19 response efforts.

**Evidenced-Based (\$718,040):**

Initiatives to support staff resilience included evidence-based mental health and wellness services, such as Mental Health First Aid training, for TPCHD staff.

**Promoting Equitable Outcomes:**

All initiatives supported staff, including those marginalized and disproportionately impacted by the COVID-19 pandemic.

**Performance Indicators**

*Output Measures*

- Supported employees through Worksite Wellness Focused Activities, monthly mindfulness moment activities, monthly wellness activities during all staff meetings, staff trainings and monthly staff resilience messages
- Created/reviewed trainings and education opportunities via the Adversity, Resilience, and Trauma (ART) Committee
- 369 retention payments were made to COVID-19 response staff
- The TPCHD COVID-19 After Action Report was completed

*Outcome Measures*

- Increased staff retention to support public health
- Improved pandemic response efforts via lessons learned from the TPCHD COVID-19 After Action Report

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**Project:** Septic System Review  
**Project ID:** ARPA-104  
**Funding Amount:** \$175,000  
**Expenditure Category:** 1.14-Other Public Health Services

**Project Overview:**

The Water Quality and Protection Program conducts evaluations of septic systems for property sales. These evaluations are called Report of System Status (RSS). The program follows up with property owners when homes with septic systems are sold without the RSS evaluation or with incomplete RSS evaluations. During the COVID-19 pandemic, staff capacity and work priorities shifted to prioritize the highest public health risks. Work on RSS was resumed in 2022 and the program has approximately 700 unresolved applications. Funding supports the resolution of the backlog and ensuring current applications are addressed.

**Promoting Equitable Outcomes:**

The program reduces threats posed to the public health and safety, protects the investment of the homeowner and protects the natural environment.

**Performance Indicators**

*Output Measures*

- 134 properties notified
- 253 letters sent (each property is

- notified up to 3 times)
  - 29 properties notified have complied
- Outcome Measures*
- Homeowners are able to sell their homes without delay in the preparation of the RSS
  - Reduction in backlog of RSS submissions

## Workforce Support

**Project:** Washington Service Corps  
**Project ID:** ARPA-30  
**Funding Amount:** \$517,988  
**Expenditure Category:** 2.10-Assistance to Unemployed or Underemployed Workers

### Project Overview:

The [Washington Service Corps](#) (WSC) is a state service program through AmeriCorps that provides young adults with civic engagement opportunities and entry-level work experience in areas that meet community needs, such as economic opportunity, education, healthy futures, or environmental services. WSC provided year-long employment and educational benefits to candidates who served a public or non-profit agency. Pierce County Parks supported two WSC crews that provided services to Pierce County communities: the Natural Lands Stewardship Service Crew supported habitat restoration and construction of soft surface trails to better connect the public with nature, and the Specialized Recreation Service Crew provided direct services to seniors, disabled, and vulnerable adults.

### Promoting Equitable Outcomes:

The WSC program is part of the County's Diversity, Equity and Inclusion (DEI) initiative to recruit, train, and empower persons of diverse backgrounds who lack experience, education, or the opportunity to compete in entry-level County positions. The goal of Pierce County Parks WSC program is to provide under-represented individuals a chance to qualify and compete more effectively for career positions by providing one to two years of experience and an educational award to build on. The Natural Lands Crew's projects target areas with limited or degraded access to nature. Wherever possible, trail projects are designed to meet Architectural Barriers Act (ABA) and Americans with Disabilities Act (ADA) standards for accessibility and access to natural areas.

The specialized Recreation Service Crew is getting teens and adults with disabilities out of the house and connecting them with friends and the public. Anyone with a need is able to register, with assistance from state funding to pay for programs if needed.

### Performance Indicators

#### *Required Performance Indicators*

- 11 workers enrolled in sectoral job training programs
- 11 workers completing sectoral job training programs
- Zero people participating in summer youth employment programs

#### *Output Measures*

- Specialized Recreation crew serviced over 800 unique registrations
- Salvaged 2,000 trees for free distribution to Pierce County residents through programs such as Trick-or-Tree giveaway, FIRFest Tree giveaway, and Tree Planting giveaway to support sustainability

#### *Outcome Measures*

- Provided more opportunities for under-represented individuals to obtain career positions

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**Project:** Workforce Development and Workforce Development Internship  
**Project ID:** ARPA-34, ARPA-54, ARPA-102  
**Funding Amount:** \$1,700,323  
**Expenditure Category:** 2.10-Assistance to Unemployed or Underemployed Workers

### Project Overview:

Pierce County contracted with a core network of service providers from within the Pierce County workforce development system to deliver work readiness services and paid work experiences. Activities included worksite development and placement with an intentional effort to create awareness of current and emerging employment opportunities for young adults in Pierce County. The program offered placement periods of 3-5 months, designed to allow for complete workplace integration. Young adults received an additional stipend upon completion of their placement as positive motivation.

For those unable to be placed into employment, Workforce Central provided referrals to partners and other organizations for youth experiencing challenges due to socioeconomic aspects, social and emotional challenges, trauma impacted, and those directly affected by COVID-19 or other challenges that impact their employability.

Pierce County allocated an additional \$800,000 in the 2024-25 Biennial Budget towards the internship program. The program will continue to support workforce readiness for youth.

### **Promoting Equitable Outcomes:**

Pierce County delivered an equitable and systemic approach to helping the young adult community in Pierce County navigate the impacts of COVID-19 through access to work opportunity. Young adults were connected to learning that improves career opportunities and supports economic growth throughout the Pierce County region with a focus on geographic, economic, and racial equity. Additionally, data was used to drive outreach and recruitment efforts to ensure underprivileged and underserved young adult communities of Pierce County receive equitable access to program awareness and connectivity. The program targeted minorities, women, families of veteran/military and other young adults who needed career readiness skills and employment.

### **Performance Indicators**

#### *Required Performance Indicators*

- Zero workers enrolled in sectoral job training programs
- Zero workers completing sectoral job training programs
- 175 people participating in summer youth employment programs

#### *Output Measures*

- 280 young adults were enrolled
- 175 young adults were placed
- Approximately 25k hours were worked
- Approximately \$413k in wages and salaries
- 42% Black, 28% Non-Minority, 12% Hispanic, 7% 2 or more races, 4% Asian, 4% Pacific Islander, 1% American Indian and 2% Not Reported
- 20 youth connected to the foster care system
- 11 youth were those impacted by the juvenile justice system

- 88 employers participated in program
- 50 total internships were provided
- 56.8% placement rate
- 11 members enrolled in initial AmeriCorp job training work crew
- 12 participants exited to permanent employment

#### *Outcome Measures*

- Young adults exited the program with workforce skills that enabled them to obtain full time positions in the workforce or continue education
- Increased the number of businesses providing work-based learning opportunities

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**Project:** Workforce Development Upskilling

**Project ID:** ARPA-56

**Funding Amount:** \$525,000

**Expenditure Category:** 2.10-Assistance to Unemployed or Underemployed Workers

### **Project Overview:**

Program bridged the gap between job seekers and employers by providing critical skills training through an “earn and learn” model across high-demand occupation pathways. Workforce Central (WFC) partnered with industry vetted training entities and provided eight employer-driven, rapid training cohorts for high-demand occupations and skills. Trainings included industry focuses such as health care technology, information technology and communications, cybersecurity, logistics, and transportation.

### **Promoting Equitable Outcomes:**

WFC service providers partnered with training providers to recruit and enroll individuals facing barriers to employment in training and the supportive services necessary for success. Participants included those who were currently not employed and had the potential to fill in-demand jobs and those who were employed and were looking to upskill into higher wage jobs.

### **Evidence-Based (\$525,000):**

Earn-and-learn evidence suggests that the best workforce program outcomes come from sector-based trainings that are work-based, part of a longer career pathway program, and include access to one-on-one career navigation assistance and other wraparound services. In particular, evidence suggests that apprenticeship programs work better and are more cost-effective than occupational training

that is disconnected from work experience.<sup>3</sup>

### Performance Indicators

#### Required Performance Indicators

- 163 workers enrolled in sectoral job training programs
- 163 workers completing sectoral job training programs
- Zero people participating in summer youth employment programs

#### Output Measures

- Participant fields: 37 healthcare, 41 water systems, 50 warehouse, transportation, and logistics, 10 advanced manufacturing, 17 construction/trades, 8 information/technology
- Average age: 57.7% male, 41.7% female, 0.6% non-binary
- 26.4% Black/African American, 6.1% Hispanic or Latino, 0.6% Native/Hawaiian/Pacific Islander, 2.5% Native American/Alaskan Native, 47.9% White/Caucasian, 6.7% Asian, 9.2% Multiracial/Biracial, 0.6% did not identify

#### Outcome Measures

- Workers that completed the program had measurable skill gains
- Workers that exited the program had a greater chance of becoming employed

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**Project:** Arivva Medical Technician Training Program

**Project ID:** ARPA-89

**Funding Amount:** \$100,000

**Expenditure Category:** 2.10-Assistance to Unemployed or Underemployed Workers

#### Project Overview:

Arivva connects high school students and adults-in-transition to opportunities to build a better future for themselves. The Medical Assistant Job Training program trained medical assistants to fulfill the growing need in Pierce County and offered market-relevant career training that was attained in less than one year. Students had access to specialized technology in classrooms and learning spaces to meet the needs of the program.

#### Promoting Equitable Outcomes:

The program provided students with the tools

required to obtain a sustainable living-wage job.

### Performance Indicators

#### Required Performance Indicators

- 81 workers enrolled in sectoral job training programs
- 10 workers completing sectoral job training programs
- Zero people participating in summer youth employment programs

#### Output Measures

- 848 hours of course training was provided
- Training included 10 unique courses

#### Outcome Measures

- Workers exited the program with a greater chance of becoming employed

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**Project:** Rain Incubator - Wativersity

**Project ID:** ARPA-90

**Funding Amount:** \$150,000

**Expenditure Category:** 2.10-Assistance to Unemployed or Underemployed Workers

#### Project Overview:

Graduates of the Wativersity program received the skills to become Water Operators in Training. After completing these first steps towards a living-wage career, participants were ready to take on critically needed roles in the Water Treatment sector. The program helped participants develop skills in a living-wage industry, understand the science and processes for water systems operator jobs, and become prepared to take the state exam to be qualified as an Operator in Training.

#### Promoting Equitable Outcomes:

The program provided living-wage opportunities to Pierce County residents and supported the disproportionately impacted group of unemployed and underemployed workers.

### Performance Indicators

#### Required Performance Indicators

- 86 workers enrolled in sectoral job training programs
- 57 workers completing sectoral job training programs
- Zero people participating in summer youth employment programs

<sup>3</sup>Desegregating work and learning through 'earn-and-learn models' (<https://www.brookings.edu/articles/desegregating-work-and-learning/>)

### Output Measures

- 286 total inquiries

### Outcome Measures

- Workers exited the program with a greater chance of becoming employed

## Healthy Childhood

**Project:** Child Care Resources – Homeless Child Care Program

**Project ID:** ARPA-35

**Funding Amount:** \$16,166

**Expenditure Category:** 2.11-Healthy Childhood Environments: Child Care

### Project Overview:

The Homeless Child Care program provided support to COVID-impacted families struggling to access childcare. The need for child care was exacerbated by lack of schooling options and disparities in family need. Child Care Resources (CCR) provided childcare resources and referral services for families living homeless, essential personnel, and families impacted by COVID-19 in Pierce County.

### Promoting Equitable Outcomes:

Insufficient access to high-quality childcare was already a crisis in the region before the COVID-19 pandemic. This funding helped low-income families and nearly 90% of the families served are eligible for state subsidies which require families be below the federal poverty level at 100% or sometimes 200%. The program also served families who have no income due to status, disability, hardship, and being new to the state. All participants had an income below 80% of the Area Median Income or were experiencing homelessness.

### Performance Indicators

#### Required Performance Indicators

- 10 children served by childcare and early learning services
- Zero families served by home visiting

### Output Measures

- 8 vouchers provided
- 8 families served

### Outcome Measures

- Reduction in the number of families unable to access affordable childcare

**Project:** Metro Parks Tacoma Programs

**Project ID:** ARPA-76

**Funding Amount:** \$1,000,000

**Expenditure Category:** 2.11-Healthy Childhood Environments: Child Care

### Project Overview:

Metro Parks Tacoma (MPT), Tacoma Public Schools (TPS), and the education and advocacy nonprofit Greentrike directed a new initiative with community partners to create a comprehensive childcare solution on-site at elementary and middle schools during out-of-school-time. The “[Beyond the Bell](#)” elementary program and “[Club Beyond](#)” middle school program, which launched in September 2021, served as a model to be expanded by Greentrike and other school districts and providers in the county, with a special emphasis on children in marginalized and disadvantaged circumstances. Funding directly supported service delivery and went towards training for high school mentors, financial aid, and therapeutic recreation.



### Promoting Equitable Outcomes:

This program allowed for multiple partners to collaborate, leverage, and grow their agencies in alignment with the public sector. Jointly, partners produced a collective impact that demonstrated geographic balance and equitable programming to support local families and students. Programs were offered at a “Pay what you choose” basis through the end of 2021, reducing barriers to access and allowing the program to expand to other schools within other local districts. ARPA contributions from Pierce County provided relief as fee waivers for parents who were unable to pay.

Approximately 15% of all TPS children had a disability that hindered their educational and social-emotional development. In partnership

with TPS' Special Education Department, Metro Parks integrated inclusive and adaptive-recreation clubs during "Beyond the Bell" and "Club Beyond" so all children had access to after school activities.

### Performance Indicators

#### Required Performance Indicators

- Zero children served by childcare and early learning services
- Zero families served by home visiting

#### Output Measures

2022-23 school year, figures include support from other funding sources in addition to the ARPA funding provided by Pierce County

#### Beyond the Bell

- 3004 registered students in Beyond the Bell, 24.14% student reach
- 38 unique activities offered
- 74.08% attendance rate
- Partnered with over 70 providers
- 62% of participants are BIPOC

#### Club B

- 1,217 registered students
- 48.33% attendance rate
- 50 unique activities offered
- Partnered with close to 45 providers
- 63% of participants are BIPOC

#### Outcome Measures

- Provided a comprehensive childcare solution to equitably support local families and students
- Served 50% of K-8th grade students
- Created approximately 700 new job opportunities (mostly part-time)

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**Project:** WSU PC Extension - 4H

**Project ID:** ARPA-67

**Funding Amount:** \$100,000

**Expenditure Category:** 2.37-Economic Impact Assistance: Other

#### Project Overview:

Funding helped supplement the renewal of the longstanding partnership between [Washington State University \(WSU\) Extension](#) and Pierce County in support of WSU faculty and staff to conduct outreach programs for the citizens of Pierce County. Washington State University Pierce County Extension provides outreach and applied research in agriculture and natural resources, 4-H Youth Development, Master Gardeners, and nutrition programs. As the outreach arm of the WSU College and

Agriculture, Human and Natural Resource Sciences, WSU Extension brings the resources of Washington State University to address local issues in Pierce County. Funding allowed for the purchase of materials to develop Science, Technology, Engineering, and Mathematics (STEM) projects for club meetings and educational projects at home.

#### Promoting Equitable Outcomes:

Underserved communities and Joint Base Lewis McChord (JBLM) had lower access to STEM education. Kindergarten through 4th grade youth engaged in multiple two-hour sessions to learn and participate in basic science and engineering projects.

### Performance Indicators

#### Output Measures

- 10 new special interest clubs offered
- 25 new year-round education activities in 2022
- 414 new traditional members
- 616 new military members
- 2% increase in covid-impacted memberships

#### Outcome Measures

- Underserved youth had improved skills and access to educational activities

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**Project:** Communities in Schools

**Project ID:** ARPA-69

**Funding Amount:** \$108,000

**Expenditure Category:** 2.25-Addressing Educational Disparities: Academic, Social, and Emotional Services

#### Project Overview:

Communities in Schools (CIS) connects students to caring adults and community resources that assist them in confronting and overcoming barriers that stand between them and a brighter future. Funding provided support to four CIS affiliates who worked collaboratively to serve over 11,000 students across the schools and neighborhoods of Key Peninsula, Lakewood, Puyallup, and Tacoma. For every \$1.00 invested in the CIS model, \$11.60 was returned to the community by helping students stay in school, graduate, and become caring and contributing adults in our society.

#### Promoting Equitable Outcomes:

CIS is committed to equity for all students and works to ensure every student, regardless of

race, zip code, or socioeconomic background has what they need to realize their potential in school and beyond.

**Evidenced-Based (\$108,000):**

Communities in Schools’ evidence-based approach was adapted to meet each community’s unique needs.<sup>4</sup> Success is measured by the results achieved for the young people served. All programs were evaluated carefully and improved where necessary.



**Performance Indicators**

*Output Measures – Lakewood*

- 7 volunteers recruited/onboarded
- 158 students supported

*Output Measures – Puyallup*

- 70 students supported
- 670 total hours of site coordination service

*Output Measures – Tacoma*

- 100 students supported
- 760 total hours of site coordination service

*Outcome Measures*

- 90% of students stayed in school
- 78% of students improved attendance
- 91% of students had improved behavior
- 85% of students improved in their coursework

**Project:** City of Buckley - Learning Lab

**Project ID:** ARPA-74

**Funding Amount:** \$25,000

**Expenditure Category:** 2.37 Economic Impact Assistance: Other

**Project Overview:**

The Learning Lab at the Buckley Youth Activities Center is a place for teens to finish schoolwork, expand knowledge and work on job-based skill development. The funds associated with this project helped support the upgrade of the facility to provide more resources for youth to use at the center. The goal for the space was to make it accessible to all youth to be able to participate in learning activities and programs. Updated equipment provided opportunities for youth to engage in county and statewide support and leadership groups related to mental health, substance abuse, and areas of special interest.

**Promoting Equitable Outcomes:**

The Learning Lab allowed access to equipment such as computers and printers, which youth may not otherwise have had access to at home. This allowed all students to have the same access to equipment.

**Performance Indicators**

*Output Measures*

- Equipment in the Learning Lab was updated to provide equitable access for all students

*Outcome Measures*

- Increase in youth access to technology and services

**Project:** Youth Diversion Programs

**Project ID:** ARPA-31

**Funding Amount:** \$750,000

**Expenditure Category:** 2.37 Economic Impact Assistance: Other

**Project Overview:**

Funding for the Pierce County Juvenile Court (PCJC) to provide services for justice involved youth through multiple programs. The goal of the program is to provide beneficial services and accountability from Juvenile Court and Community Based Organizations within 24-48 hours of law enforcement contact for family related violence.

<sup>4</sup>Communities in Schools - Our Data (<https://www.communitiesinschools.org/our-data/>)

Programs will increase positive social engagement, teach strategies and tools to help them succeed, create relationships with caring mentors, and provide a safe place to facilitate growth while breaking down barriers to help participants identify their full potential. Programs include using activities such as skateboarding to increase positive social engagement and interest in academics, a bike repair program that will teach youth how to repair bikes, diagnose problems and ride safely, outdoor recreational activities to show positive outlets in the community, building entrepreneurial skills, culturally responsive support, arts-based intervention and recidivism prevention, and group self-development sessions.

#### **Promoting Equitable Outcomes:**

PCJC is dedicated to ensuring that all youth are supported in an equitable and fair system, live in safe homes and communities, are physically and mentally healthy, and are prepared to make a successful transition into adulthood. The goal of the Family First Program is to provide culturally responsive support to African American youth and families by matching them to African American Mental Health Counselors. Arts Connect is an arts-based intervention and recidivism prevention that supports youth, aged 12-18, who are court involved.

#### **Evidenced-Based (\$750,000):**

Positive Youth Development (PYD) is a field of practice that utilizes the science of adolescent brain development to the standard practices of juvenile justice systems. The approach encourages communities and systems to partner and provide young people enrichment activities and experiences that will assist in preparing for transition into adulthood. The model encourages juvenile justice systems to focus on young people acquiring two core development assets (learning/doing and attaching/belonging). The assets should be developed and experienced by all youth within six domains (work, education, relationships, community, health and creativity).<sup>5</sup> Since 2015, Pierce County Juvenile Court has had an intentional and strategic outreach to bring on community partners to provide Positive Youth Development programming to young people connected to our court. The programs were designed after receiving feedback from parents and caregivers

and young people connected to the PCJC via surveys and focus groups. Funding will continue to support Positive Youth Development through the Pierce County Juvenile Court.

#### **Performance Indicators**

##### *Output Measures*

- 908 youth referred to a Positive Youth Development Program
- 36% White, 39% Black, 16% Hispanic, 7% Asian Pacific Islander, 2% American Indian, and 1% unknown
- 81% overall completion rate
- 90% of participants enjoyed the experience, 91% felt listened to, 88% learned new skills, 93% felt safe, 89% felt they learned from the program, 85% would recommend the program to their friends and 8%% felt they were able to make a positive connection with an adult

##### *Outcome Measures*

- Program will contribute to the reduction in juvenile recidivism

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**Project:** Youth Summer Programs and Foundation for Tacoma Students

**Project ID:** ARPA-32, ARPA-68

**Funding Amount:** \$2,935,143

**Expenditure Category:** 2.37 Economic Impact Assistance: Other

#### **Project Overview:**

Pierce County Parks administered the Kids Need to Play! program to provide discounts for kids' summer camps and programs. While remaining safety-conscious, many camps and programs for preschool and school age kids were discounted at 60-90% off for all youth across Pierce County. Several public and private recreation providers collaborated on the initiative to bring kids accessible opportunities to learn, socialize, create, and explore.

Funding was also provided to Graduate Tacoma, which included more than 350 community partners aligning together with Tacoma schools to impact student success. The program focused on programs that supported childrens' social-emotional, mental health, and academic needs, and investments were made in quality summer programs across all communities of Pierce County. These programs were a key piece of

<sup>5</sup>Building on Strength: Positive Youth Development in Juvenile Justice Programs (<https://www.aecf.org/resources/building-on-strength-positive-youth-development-in-juvenile-justice-program>)

recovery from the COVID-19 pandemic and enhanced in-school learning by supporting the holistic social-emotional learning (SEL) needs of children and youth as they re-acclimated to in-person school and learning environments in 2021 and 2022.

#### **Promoting Equitable Outcomes:**

Discounts for the Kids Need to Play! program allowed youth to participate who may have otherwise not been able to afford summer camps or programs. A wide variety of camps and programs were offered, meeting the interests of a wide range of children.

Funding for the Graduate Tacoma program was based on school district enrollment, school district low-income youth, and school district underserved populations as a percent of the county. Special consideration was given for districts below the median enrollment but either over 50% low income or over 50% underserved populations.

#### **Evidenced-Based (\$740,440):**

Social Emotional Learning (SEL) is the process through which we acquire and effectively apply the skills necessary to understand and manage emotions, set and achieve positive goals, feel and show empathy for others, establish and maintain positive relationships, and make responsible decisions.<sup>6</sup>

#### **Performance Indicators**

##### *Output Measures*

- Kids Need to Play
  - 12.6K participants
  - 376 programs
  - Six agencies
- Graduate Tacoma
  - Programs and activities served children, youth, and young adults ages five to 24
  - 28 providers were funded
  - 2,269 children served, 838 were low-income children and 2,004 were priority populations
  - Race/ethnicity: 490 Black, 344 Caucasian, 237 Multi-race, 182 Hispanic, 158 Islander, 78 Other, 21 Alaskan and 759 not specified.

##### *Outcome Measures*

- Kids Need to Play!
  - Increase in program offerings by

- collaborating with local agencies to promote socialization opportunities
- Graduate Tacoma
  - Increased access to youth summer programs to increase socialization and learning

**Project:** Tacoma Boat Builders

**Project ID:** ARPA-71

**Funding Amount:** \$60,000

**Expenditure Category:** 2.37 Economic Impact Assistance: Other

#### **Project Overview:**

[Tacoma Boat Builders](#) (TBB) creates transformational opportunities for marginalized and underserved youth through positive mentorship, woodworking, and traditional wooden boat building. Funds were used to support prevention and diversion programs for court-connected youth. Programming was offered to young people in Pierce County connected to the Pierce County Juvenile Court between the ages of 10-17. Participants were provided transportation to ensure access. Results included diverting youth away from further entanglement with the justice system and increased protective factors such as positive adult mentors, increased belonging in the community, social emotional learning, and soft and hard skills for trade related work.

#### **Promoting Equitable Outcomes:**

TBB programs are aimed at violence prevention and are designed to be trauma responsive and culturally sensitive to the unique needs of marginalized youth, including those who are court-connected. As a result of the pandemic, the social-emotional development and mental health of young people have been severely impacted. TBB provided a unique opportunity to youth who are typically excluded from programs due to barriers of access such as low income, behavior and mental health challenges, and systemic inequalities that lead to their exclusion.

#### **Evidenced-Based (\$60,000):**

[Positive Youth Development \(PYD\)](#) is a field of practice that utilizes the science of adolescent brain development to the standard practices of juvenile justice systems. The approach encourages communities and systems to partner and provide young people enrichment activities and experiences that will assist in preparing

<sup>6</sup>Social-Emotional Learning ([https://graduatetacoma.org/wp-content/uploads/2019/04/ImpactReport\\_FNL\\_LINKS-30.pdf](https://graduatetacoma.org/wp-content/uploads/2019/04/ImpactReport_FNL_LINKS-30.pdf))

for transition into adulthood. The model encourages juvenile justice systems to focus on young people acquiring two core development assets (learning/doing and attaching/belonging).

### Performance Indicators

#### Output Measures

- 87 participants
- 54% identified as White, 23% Black, 15% Hispanic, 5% Asian/Pacific Islander, 1% Native American, and 2% unknown
- 74% of participants completed the program
- 96% enjoyed the experience, 94% felt listened to, 95% learned new skills, 95% felt safe, 96% felt like they learned from the program, 82% would recommend the program to their friends and 95% were able to make a positive connection with an adult

#### Outcome Measures

- Reduction in juvenile recidivism

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**Project:** First Five FUNdamentals – Diaper Bank

**Project ID:** ARPA-37

**Funding Amount:** \$199,998

**Expenditure Category:** 2.37 Economic Impact Assistance: Other

#### Project Overview:

[Help Me Grow Pierce County](#) (HMG-PC) is a collaborative of over 150 individuals representing more than 70 organizations that specialize in mobilizing cross-sector partners to create and sustain community-driven efforts. HMG-PC coordinated the purchase and distribution of diapers and wipes to local diaper banks within Pierce County.

#### Promoting Equitable Outcomes:

Over 60% of the families served in 2020 and 2021 identified as Black, Indigenous, or other People of Color. On an annual basis, the Pierce County Human Services team completes a community data report on children ages 0-5 in Pierce County to review birth and health indicators, poverty rates, demographics information, childcare availability, and welfare data. Additional sites were added based on need and reach into more rural areas of Pierce County. Over two-thirds of families served by the 2-1-1 call center that works closely with diaper banks report that they are experiencing

homelessness or at risk of homelessness. The target population for the program are those who earn less than 60% of the median income in Pierce County.

### Performance Indicators

#### Output Measures

- 9,246 families served
- 15,981 children (ages 0-5) served
- 428,308 diapers distributed
- 9,365 wipes distributed
- Race/ethnicity of caregivers: 31.25% LatinX, 27.61% White, 11.51% Black/African American, 9.3% Multiracial, 4.7% Asian, 4.4% Pacific Islander, 2.36% other, 0.9% Native American, and 7.98% unreported

#### Outcome Measures

- Reduced the number of families in need of diapers by serving at least 7,500 families in 2021
- Increased the total number of diapers provided to families by continuing to partner with Family Resource Centers

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## Affordable Housing

**Project:** 2021 Affordable Housing Services, 2022-23 Affordable Housing Services, Affordable Housing Action Strategy Consultant

**Project ID:** ARPA-39, ARPA-58, ARPA-60

**Funding Amount:** \$19,936,000

**Expenditure Category:** 2.15-Long-term Housing Security: Affordable Housing

#### Project Overview:

Program supports the 2021 and 2022-23 Vetted Housing Notice of Funding Availability (NOFA). Human Services, in partnership with the Pierce County Community Development Corporation, provides financing for the development and preservation of affordable rental housing and the development of homeownership opportunities to benefit low-income households in Pierce County. Pierce County lacks affordable housing for very low-income households, whose incomes are below 50% of the Area Median Income. The preliminary needs assessment from the County's Affordable Housing Action Strategy<sup>7</sup> identified a shortage of 34,000 rental housing units countywide available to very low-income households.

<sup>7</sup>R2022-162s, Exhibit A (<https://www.piercecountywa.gov/documentcenter/view/121170/Housing-Action-Strategy-Resolution-and-Exhibit>)

Affordable housing allocations were provided to eight projects. Construction is in progress.

### Promoting Equitable Outcomes:

Equity is promoted through the expansion of affordable housing opportunities for minority and low-income households who are disproportionately impacted by the lack of affordable rental and ownership opportunities. This disproportionate impact is evidenced in the County's [Housing Action Strategy](#) needs assessment and the County's five-year consolidated plan needs assessment.

### Performance Indicators

#### Required Performance Indicators

- Zero households receiving eviction prevention services
- 231 affordable housing units preserved or developed

#### Output Measures

- Funding provided to eight development groups
- Eight affordable housing projects
- 507 new units of affordable housing expected
- 137 existing units of affordable housing expected to be preserved
- Nine new homes expected

#### Outcome Measures

- Increase in the total number of affordable housing options and reduce the 34,000 rental housing shortage

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**Project:** Community Land Trust

**Project ID:** ARPA-62

**Funding Amount:** \$200,000

**Expenditure Category:** 2.15-Long-term Housing Security: Affordable Housing

### Project Overview:

Funding will build the capacity of a Community Land Trust (CLT) based in Pierce County to acquire land for development of affordable housing. The purpose of the CLT is to acquire, hold, develop, lease, and steward land for making uses such as homes, farmland, gardens, and other community assets permanently affordable for the benefit of low- to moderate-income community members.

### Promoting Equitable Outcomes:

The establishment of a CLT in Pierce County will provide low- and moderate-income households more diverse and high-quality housing options,

combat displacement, and begin to address historic inequities in homeownership faced by BIPOC households.

### Performance Indicators

#### Required Performance Indicators

- Zero households receiving eviction prevention services
- Zero affordable housing units preserved or developed

#### Output Measures

- Establishment of Aya Community Land Trust
- Development of a five year strategic plan

#### Outcome Measures

- Low- and moderate-income households will have access to more housing options

## Homelessness Services

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**Project:** Homelessness Services, Comprehensive Life Resources - HYPE Center, Program Coordinators – Community Response

**Project ID:** ARPA-17, ARPA-25, ARPA-70

**Funding Amount:** \$1,960,866

**Expenditure Category:** 2.16-Long-term Housing Security: Services for Unhoused Persons, 2.19-Social Determinants of Health: Community Health Workers or Benefits Navigators

### Project Overview:

Homelessness services and coordination provided to programs best suited to support unhoused individuals throughout Pierce County. Programs supported youth and young adult homelessness, domestic violence victims, enhanced outreach, camper relocation and site restoration, hygiene services, day centers, financial counseling, and inclement weather programs. Projects served households who lack fixed, regular, and adequate nighttime residence.

The [Helping Young People Excel](#) (HYPE) center provided a crucial component of the Pierce County services landscape for Youth and Young Adult Homelessness. HYPE Center is a low barrier drop-in center and a life-skills building program for people between the ages of 12 and 24. HYPE Center provided services such as group meetings on various topics, case management, supported employment and housing and mental health and substance use support.

**Promoting Equitable Outcomes:**

Tacoma Youth Shelter services offered shelter opportunities for unhoused youth by providing education support, assistance to help youth attain safety and stability goals to reach permanent housing solutions, and specialized mental and behavioral health support while remaining culturally sensitive and competent to BIPOC and LGBTQ populations. Projects were meant to ease access to housing by limiting eligibility criteria and following Housing First principles in which all households are presumed to be 'housing ready.' Specifically, projects were not permitted to impose non-funder requirements to screen out clients.

**Evidenced-Based (\$627,396):**

HYPE Center used the Positive Youth Development Model (PYD), focusing on building protective factors of safety, well-being, permanent connections, and self-sufficiency. PYD is an intentional, pro-social approach that engages youth within their communities, schools, organizations, peer groups, and families in a manner that is productive and constructive; recognizes, utilizes, and enhances young people's strengths; and promotes positive outcomes for young people by providing opportunities, fostering positive relationships, and furnishing the support needed to build their leadership strengths.<sup>8</sup>

**Performance Indicators***Required Performance Indicators*

- Zero households receiving eviction prevention services
- Zero affordable housing units preserved or developed

*Output Measures*

- 143 persons assisted with financial coaching
- 26 persons assisted with employment coaching
- 323 additional seasonal weather beds available for homeless households
- 50 units of hotel shelter for homeless households
- Day shelter available to 150 youth and young adults
- 150 households provided emergency shelter services
- Day shelter and hygiene services for 300 literally homeless households or households fleeing domestic violence

- Emergency shelter motel stays for 1,000 homeless households or households fleeing/attempting to flee domestic violence
- Expanded Tacoma Youth Shelter bed capacity by six beds

*Outcome Measures*

- Participants will successfully attain a housing solution

**Project: Hotel/Motel Acquisition****Project ID:** ARPA-18**Funding Amount:** \$3,386,250**Expenditure Category:** 2.16-Long-term Housing Security: Services for Unhoused Persons**Project Overview:**

Pierce County Human Services (PCHS) partnered with City of Tacoma and City of Lakewood to support the purchase of the Comfort Inn hotel property by Low Income Housing Institute (LIHI). The purchase addressed homelessness by providing funding to acquire a non-congregate emergency shelter to house homeless individuals. This project brought approximately 80 units for homeless individuals, couples, and/or small families. The site was operational as of December 15th, 2021, and guests were referred through Urban League, Next Chapter, City of Tacoma Hot Team, Catholic Community Services, and other agencies.

Homeless persons that received shelter were provided with support services during their stay. Goodwill and Valeo non-profit staffing agencies assisted with resume and interview skills, Clover Park Technical College provided training for forklift and flagger classes, and a career advisor visited once a week to assist with job applications. Once a month, group classes were provided covering basics for career choice and assisting clients with moving on to permanent housing.

**Promoting Equitable Outcomes:**

The Hotel/Motel acquisition supported the homeless community and assisted in promoting a successful exit to permanent housing.

**Performance Indicators***Required Performance Indicators*

- Zero households receiving eviction

<sup>8</sup>Positive Youth Development (<https://youth.gov/youth-topics/positive-youth-development>)

- prevention services
- Zero affordable housing units preserved or developed

*Output Measures*

- 120 shelter beds
- 146 homeless persons given overnight shelter
- Average length of stay was 107
- Demographics: 70 White, 58 Black/African American, 10 Hispanic, 5 Asian, 2 American Indian/Alaskan, 1 Native Hawaiian/Other Pacific Islander

*Outcome Measures*

- Pierce County residents will be able to obtain permanent housing

**Project:** Shelter Facility – Safe Parking

**Project ID:** ARPA-45

**Funding Amount:** \$891,545

**Expenditure Category:** 2.16-Long-term Housing Security: Services for Unhoused Persons

**Project Overview:**

The Safe Parking Program provides safe parking spaces for unsheltered families and individuals who are living in their vehicles. Parking spaces, bathrooms, and hand washing stations are available through partnerships and collaboration with faith-based organizations and non-profit agencies. Participants are provided a safe place to sleep, and connection to mainstream services as well as the homeless Coordinated Entry System. The Homeward Bound Mobile Resource trailer will be available on a rotating basis for shower and laundry services. There are four sites in Pierce County - South Hill, Spanaway, Tacoma Hilltop, and South Tacoma.

**Promoting Equitable Outcomes:**

Safe Parking serves households who do not have a place to live and are living out of their cars by necessity. The overwhelming majority has an income-level that is below 50% of the Area Median Income. In addition to providing a haven to economically disadvantaged individuals, this project has been intentional in reducing barriers for all of those that it serves. Contractually, the Safe Parking providers have agreed to eliminate urinalysis testing, minimum income requirements, criminal background requirements, geographic residency requirements, and any other eligibility criteria not explicitly required by a funder.

**Performance Indicators**

*Required Performance Indicators*

- Zero households receiving eviction prevention services
- Zero affordable housing units preserved or developed

*Output Measures*

- 60 reserved parking spots at safe locations are contracted
- 27% of spaces are allocated to the project during the contract

*Outcome Measures*

- 100% of households shall receive referrals to other programs and services, as needed
- 100% of households served will receive appropriate and adequate resources

**Project:** Shelter Facility – Tiny House

**Project ID:** ARPA-46

**Funding Amount:** \$750,000

**Expenditure Category:** 2.16-Long-term Housing Security: Services for Unhoused Persons

**Project Overview:**

Pierce County Tiny Home Communities have helped to sustain temporary housing for households that fall under 50% of the local AMI. This program will provide unsheltered individuals and families with shelter, a sense of community, and support through the Low Income Housing Institute. LIHI villages provide safe and secure tiny houses with a model of shelter, supportive services, and placement into permanent housing that meaningfully changes the trajectory of economic opportunity.

**Promoting Equitable Outcomes:**

100% of tiny house village residents are homeless and have experienced physical and emotional trauma.

**Performance Indicators**

*Required Performance Indicators*

- Zero households receiving eviction prevention services
- Zero affordable housing units preserved or developed

*Output Measures*

- 65 units for one year are expected
- 80 individuals/families expected to be assisted

*Outcome Measures*

- Residents will obtain and maintain permanent stable housing

**Project:** Tacoma Rescue Mission Expansion  
**Project ID:** ARPA-59  
**Funding Amount:** \$5,500,000  
**Expenditure Category:** 2.16-Long-term Housing Security: Services for Unhoused Persons

#### Project Overview:

The Rescue Mission will renovate and expand their Men's Shelter Building (which contains a kitchen, dining hall, and men's shelter) to increase overnight shelter capacity without the use of floor mats or bunk beds. The dining hall will be converted from temporary dorms back to its intended use as a dining hall and increase its size to accommodate more guests as they eat. This will allow the kitchen to continue to serve an increased number of guests. Funding will also allow for an increase in bathroom square footage as well as HVAC capacity. The project is expected to begin in early 2025.

#### Promoting Equitable Outcomes:

By moving away from bunk beds and sleeping mats toward semi-private sleeping spaces (with more storage for personal items), The Rescue Mission will aim to provide more dignified, hygienic, physically distanced accommodations for guests in the congregate shelter setting. The Men's Shelter provides safe overnight shelter and warm, nutritious meals to over 1,400 homeless men each year.

#### Performance Indicators

##### Required Performance Indicators

- Zero households receiving eviction prevention services
- Zero affordable housing units preserved or developed

##### Output Measures

- Total number of beds
- Total number of guests
- Total number of meals served

##### Outcome Measures

- Decrease in number of individuals experiencing homelessness
- Provide at least 70 additional beds for overnight shelter and other services

**Project:** Comprehensive Plan to End Homelessness  
**Project ID:** ARPA-61  
**Funding Amount:** \$8,949,000  
**Expenditure Category:** 2.16-Long-term Housing Security: Services for Unhoused Persons

#### Project Overview:

According to the 2024 Pierce County Homeless Point-in-Time (PIT) count, 2,661 people were on the streets and in our shelters<sup>9</sup>. In order to address homelessness in Pierce County, [Resolution No. R2021-82](#) established the [Comprehensive Plan to End Homelessness](#). The Comprehensive Plan designs a system to end homelessness and achieve "functional zero," a state where any person starting a new homeless episode has immediate access to shelter and a permanent housing intervention. The Plan shall serve as a guiding policy for county operations going forward.

Programming includes emergency shelter services, homeless prevention case management, housing coaching, 24-hour shelter access hub, workforce development, coordinated entry academy, technical support, expanding critical time case management, completion of a unified regional approach to end homelessness, transportation support, and domestic violence support.

#### Promoting Equitable Outcomes:

Populations with known unique needs, those who are shown locally or nationally to have poor outcomes in homeless systems, and those disproportionately experiencing homelessness benefit from targeted strategies to exit homelessness. Monitoring of enrollments and program outcomes, as well as identifying specific strategies to improve enrollments and outcomes, is necessary for the following populations: Black, Indigenous and people of color (BIPOC), people with disabilities, seniors over the age of 65, families with children, members of the LGBTQ+ community, youth aged 12 to 18, young adults between 18 and 24 unaccompanied by family, people fleeing domestic violence, and veterans who have served in the United States Armed Forces.<sup>10</sup>

**Evidenced-Based (\$8,949,000):**

<sup>9</sup>Homeless Point-in-Time Count (<https://www.piercecountywa.gov/4719/Homeless-Point-in-Time-PIT-Count>)

<sup>10</sup>Comprehensive Plan to End Homelessness (<https://www.piercecountywa.gov/DocumentCenter/View/109977/Comprehensive-Plan-to-End-Homelessness-with-Appendices-and-Shelter-Action-Plan>)

Functional Zero means homelessness is rare, and brief, cities and counties are operating off a full accounting of homelessness at all times, the community is working toward equitable systems, starting with a focus on race and ethnicity, and all these achievements are sustained over time, even as local conditions change.<sup>11</sup>

**Performance Indicators**

*Required Performance Indicators*

- Zero households receiving eviction prevention services
- Zero affordable housing units preserved or developed

*Output Measures*

- Completion of the [Unified Regional Approach to Ending Homelessness](#)
- 1,000 clients case managed per year, as of 6/30/2024 530 clients were served over a 6 month period
- 135 people provided with temporary shelter
- 24 BIPOC providers received technical support
- Coordinated Entry Academy increased to six new staff trainings per year, four more recertification trainings per year, and provided 25 mediation scholarship opportunities
- Between 340-1,650 households will be served with housing stability case management annually; program set to start in late 2024/early 2025

*Outcome Measures*

- Reduction in total number of unhoused individuals
- Reduction in training time from 3 months to less than a month for Coordinated Entry Academy

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**Project:** Eviction Prevention Legal Services

**Project ID:** ARPA-93

**Funding Amount:** \$550,000

**Expenditure Category:** 2.18-Housing Support: Other Housing Assistance

**Project Overview:**

Program will provide Eviction Prevention Legal Services to support the goals of the [Comprehensive Plan to End Homelessness](#) (CPEH). The provider will prevent homelessness through interceding in landlord-tenant disputes

and meeting adjacent legal needs resulting from life events, which commonly result in eviction.

**Promoting Equitable Outcomes:**

Funding will serve households who are at risk of housing insecurity and homelessness. The provider will support an integrated system of culturally appropriated services that are equitable, easy to access and navigate, and are available in locations where the need exists. Additionally, the program will serve low-income households, who are at or below 65 percent of the Area Median Income (AMI).

**Performance Indicators**

*Required Performance Indicators*

- Zero households receiving eviction prevention services (*once program begins spending, figure will be updated*)
- Zero affordable housing units preserved or developed

*Output Measures*

- Total number of households served
- Total hours of service delivery
- Total number of outreach events

*Outcome Measures*

- Households will feel secure in their living arrangements by having access to eviction prevention support
- Fewer households will experience homelessness

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**Project:** Foreclosure Prevention Housing Counseling

**Project ID:** ARPA-47

**Funding Amount:** \$350,000

**Expenditure Category:** 2.19-Social Determinants of Health: Community Health Workers of Benefits Navigators

**Project Overview:**

Program expands capacity among the local Department of Housing and Urban Development (HUD) and Washington State Housing Finance Commission (WSHFC) approved housing counseling agencies. The goal is to enable local housing counseling agencies in Pierce County to recruit, hire, and train staff to expand foreclosure prevention counseling and foreclosure mediation services. This will be especially critical for Pierce County homeowners in need of foreclosure prevention and/or mediation assistance but are limited by

<sup>11</sup>Functional Zero (<https://community.solutions/build-for-zero/functional-zero/>)

technology hardware and/or literary, and those with limited English language proficiency.

**Promoting Equitable Outcomes:**

An expansion of foreclosure prevention capacity among the local non-profit housing counseling agencies has allowed increased outreach to homeowners in underserved communities that are at risk of foreclosure. Additionally, the funding allowed agencies to provide foreclosure prevention counseling to owners with limited access to technology and with limited English language proficiency.

**Performance Indicators**

*Output Measures*

- 250 households receiving foreclosure prevention counseling and/or foreclosure mediation services

*Outcome Measures*

- Reduction in number of households that lose their homes to foreclosure

**Project:** ARPA – Good Neighbor Village

**Project ID:** ARPA-57

**Funding Amount:** \$22,300,000

**Expenditure Category:** 2.16-Long-term Housing Security: Services for Unhoused Persons

**Project Overview:**

Support for the [Good Neighbor Village](#), modeled after the Austin, Texas [“Community First! Village”](#). The funding provided under this contract is managed by Tacoma Rescue Mission and will address homelessness by creating at least 150 living units with toilets and kitchenettes.

The village will include trauma-informed operations teams for property and tenant management, dedicated case managers for resident support, coordinating staff for dignified employment and volunteer management, and dignified employment opportunities for residents. Community members will comply with the law and pay rent. For the wellbeing of both village residents and the surrounding community, the village will have clear visitor expectations, guidelines and rules alongside broader security protocols. The village will include a controlled entrance gate and fenced property, surveillance system, proactive staff and volunteer residents and dedicated staff for the purpose of security and resident relations.

Tacoma Rescue Mission will also implement quiet hours in the evening, 24/7 monitoring of the grounds, and monitoring of the area outside of the village.

The completed project will include a visitor’s center, resident volunteer living units, communal kitchen and multi-use spaces, shower and laundry buildings, a village commons, and a tent to be used as a gathering place and farmers market.<sup>12</sup>



The Community First! Village (CFV) model in Austin, Texas is a 51-acre master planned community of permanent housing designed to provide hope, dignity, and purpose to the chronically homeless through meaningful work, restorative relationships, and onsite treatment. CFV has proven that residents do not want to leave to return to the streets, with a retention rate of 88%.

**Promoting Equitable Outcomes:**

The Good Neighbor Village will expand the total number of units available to unhoused individual and is an integral part of the Comprehensive Plan to End Homelessness. This new community will establish microhomes, work opportunities, and onsite physical and mental health care. This new community will address the biggest challenge to homelessness in Pierce County: permanent housing for the chronically homeless. The Good Neighbor Village will allow for a human to human response, in a dignified setting, where they can live purposeful lives contributing to their community.

<sup>12</sup>Good Neighbor Village Proposal ([http://www.piercecountywa.gov/documentcenter/view/119046/pierce-county-village-presentation-to-council\\_Oct21-2022?bidid=](http://www.piercecountywa.gov/documentcenter/view/119046/pierce-county-village-presentation-to-council_Oct21-2022?bidid=))

## Performance Indicators

### Required Performance Indicators

- Zero households receiving eviction prevention services
- Zero affordable housing units preserved or developed (*once construction begins, figure will be updated*)

### Output Measures

- Upon completion, Good Neighbor Village should have a minimum of 150 units
- Total number of individuals housed

### Outcome Measures

- Increase in permanent housing inventory for the chronically homeless across Pierce County
- Reduce the number of individuals that return to homelessness by maintaining a high retention rate of residents

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**Project:** Temporary Non-Congregate Shelter

**Project ID:** ARPA-85

**Funding Amount:** \$5,000,000

**Expenditure Category:** 2.16-Long-term Housing Security: Services for Unhoused Persons

### Project Overview:

Pierce County's 2022 [Point-In-Time](#) (PIT) Count found 1,851 households experiencing homelessness. Prior to the COVID-19 pandemic, the PIT was 1,486. As homelessness increases, adequate shelter is needed. Funding will support non-congregate shelter through the providers Valeo and LIHI. Currently there are only 11 medical respite beds available; this funding will increase availability by more than 50 beds. This will have a positive impact on adjacent social service systems such as a reduction in 911 calls for first responders.

### Promoting Equitable Outcomes:

Funding supports unhoused individuals throughout Pierce County.

## Performance Indicators

### Required Performance Indicators

- Zero households receiving eviction prevention services
- Zero affordable housing units preserved or developed

### Output Measures

- Renovations in progress to provide shelter for 38 homeless persons
- Contracting in progress for second

project that will provide shelter for 50 homeless persons.

### Outcome Measures

- Reduction in the number of households experiencing homelessness

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**Project:** Homelessness Stability Site

**Project ID:** ARPA-95

**Funding Amount:** \$2,500,000

**Expenditure Category:** 2.16-Long-term Housing Security: Services for Unhoused Persons

### Project Overview:

[Ordinance No. 2023-44s2](#) appropriated funding for a low-barrier stability site to provide basic hygiene services and safe sleeping accommodations to people currently living outdoors in unsanctioned encampments of Pierce County. The site is to operate on a 24 hour/7 days a week basis and include on-site management and security, provide toilets, showers, potable water, garbage collection and food prep areas, and require residents to adhere to a code of conduct and safety protocols.

### Promoting Equitable Outcomes:

The homelessness stability site will reduce barriers to entry and provide necessary amenities to those experiencing homelessness.

## Performance Indicators

### Required Performance Indicators

- Zero households receiving eviction prevention services
- Zero affordable housing units preserved or developed

### Output Measures

- Number of individuals temporarily housed
- Number of individuals exiting to permanent housing

### Outcome Measures

- Decrease in number of individuals experiencing homelessness
- Unhoused individuals will feel safe and have adequate access to temporary housing opportunities

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**Project:** Rental and Utility Assistance

**Project ID:** ARPA-97

**Funding Amount:** \$1,300,300

**Expenditure Category:** 2.15-Long-term Housing Security: Affordable Housing

**Project Overview:**

Funding will be used to provide rent and utility assistance for households in Pierce County at risk of eviction. Program is in the contracting phase and is expected to be completed soon. Expectation of the funding is to provide services to at least 130 households, include 624 hours of service delivery, and provide 78 outreach events.

**Promoting Equitable Outcomes:**

Program prioritizes households based on vulnerability which includes demographic information to address disparities in race, disability status, and income.

**Performance Indicators***Required Performance Indicators*

- Zero households receiving eviction prevention services
- Zero affordable housing units preserved or developed

*Output Measures*

- Number of individuals receiving rent and utility assistance

*Outcome Measures*

- Decrease in number of individuals experiencing homelessness

**Project:** Unified Regional Approach

**Project ID:** ARPA-101

**Funding Amount:** \$1,000,000

**Expenditure Category:** 2.16-Long-term Housing Security: Services for Unhoused Persons

**Project Overview:**

The County will contract with a third-party consultant to advance a Unified Regional Approach (URA) to coordinate the homelessness response throughout Pierce County. The consultant, in coordination with the Select Committee, will identify a structure for the URA that includes governance by a board with the majority of members from local governments, obtain necessary agreements, and determine the scope of work.

**Promoting Equitable Outcomes:**

Funding supports the Comprehensive Plan to End Homelessness by coordinating a region-wide response to homelessness.

**Performance Indicators***Required Performance Indicators*

- Zero households receiving eviction prevention services
- Zero affordable housing units preserved or developed

*Output Measures*

- Completion of the scope of work
- Implementation of the preferred design of the URA

*Outcome Measures*

- Effective homeless response system coordination will allow a successful, region-wide response to homelessness

## Small Business Support

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**Project:** Rollback Relief Grant

**Project ID:** ARPA-27

**Funding Amount:** \$6,910,000

**Expenditure Category:** 2.29-Loans or Grants to Mitigate Financial Hardship

**Project Overview:**

Program supported local small businesses and non-profits with a one-time, needs based grant to eligible businesses. Eligible establishments included restaurants, tap rooms, caterers and similar eating and drinking establishments with drive-through, in-store retail, arts, and culture establishments, fitness facilities, gyms, bowling centers, and farmers markets. Maximum grant allowance was valued at \$10,000 per business/non-profit.

**Promoting Equitable Outcomes:**

Grants helped sustain small businesses through economic instability.

**Performance Indicators***Output Measures*

- 2,208 businesses
- 39% minority owned businesses (56% Asian, 21% Hispanic or Latino, 9% African American/Black, 6% two or more races, 2% American Indian or Alaska Native, 2% Native Hawaiian or Other Pacific Islander and 5% other)
- 53% women-owned businesses
- 10% veteran-owned businesses
- Approximately 10% within a qualified census tract
- 19 cities and towns and unincorporated areas supported

### Outcome Measures

- Increase in number of small businesses accessing support, as identified in the Pierce County Business Survey
- Reduction in number of small businesses closures as a direct impact of the COVID-19 pandemic

**Project:** Innovation Grants, Small Business Strengthening and Security Grant Program

**Project ID:** ARPA-41, ARPA-100

**Funding Amount:** \$3,073,858

**Expenditure Category:** 2.29-Loans or Grants to Mitigate Financial Hardship

### Project Overview:

The Pierce County Small Business Innovation Matching Grant program helps small businesses in unincorporated Pierce County move forward in the wake of the COVID-19 pandemic. The grant program aids in covering costs related to projects that will help the business become more resilient by improving operations and processes or upgrading facilities and equipment. The program also supports small business strengthening and security efforts in the wake of increased crime through the COVID-19 pandemic.

Some examples of projects that helped small businesses sustain safe operations include: dental equipment to improve diagnostic services to patients, welding equipment to improve production, employee recruitment and retention, tractors to support local farmers, farming equipment to expand crops and reduce labor costs, and software to support cyber security efforts.

### Promoting Equitable Outcomes:

Grants will help sustain small businesses through economic instability and are designed to reach out to the areas of the County that have been the most affected by crime.

### Performance Indicators

#### Output Measures

#### Innovation Grants

- 401 total applications received
- 152 small businesses have received grants
- 24% of small businesses are minority owned, 48% women owned and 11% veteran owned
- 21% of small business are within the agriculture industry, 21% accommodation and food services, 16%

personal services, 8% construction and building repair, 6% medical and dental and manufacturing, 5% other, retail, and non-profit, 4% maintenance services, and 3% transportation and logistics

#### Strengthening and Security Grants

- 162 total applications received
- 110 small businesses have received grants
- 21% of small businesses are minority owned, 40% women owned, and 7% veteran owned
- 19% of small businesses have identified their projects in an 'other' industry type, 16% personal services, 14% accommodation and food services, 12% retail, 11% agricultural, 8% construction and building repair and non-profit, and 6% professional services and education services

#### Outcome Measures

- Improve long-term small-business resiliency

**Project:** Entrepreneurship and Technical Assistance Grants

**Project ID:** ARPA-9

**Funding Amount:** \$11,539,619

**Expenditure Category:** 2.32-Business Incubators and Start-Up or Expansion Assistance

### Project Overview:

Entrepreneurship and Technical Assistance programs with a focus on BIPOC communities was established with [Ordinance 2021-71](#). The Pierce County Business Accelerator Program (PCBA) includes a training on relevant business topics (finance, profitability, marketing, business branding, etc.), and limited financial assistance to those who graduate from the program. Graduates may be eligible to receive up to \$500 per month over a 12-month period for rent to support businesses, along with funding to assist with certain professional services. Upon graduation, participants will be equipped to raise external funding, connected to the PCBA network, financially resourced, professionally coached, and empowered to accelerate their businesses.

The Pierce County Economic Development Department received the International Economic Development Council (IEDC) 2022 Excellence in Economic Development Gold Award for Innovation Programs and Initiatives

for the Pierce County Business Accelerator (PCBA) program.

**Promoting Equitable Outcomes:**

Supporting businesses in the micro or start-up stage with revenue of less than \$325,000 annually, residing within Pierce County. The Pierce County Economic Development team partnered with representatives from underserved communities, such as the Tacoma Urban League, tribal and indigenous groups, the Pierce County Black Collective, and Asian Pacific Cultural Center, to promote this program.

**Performance Indicators**

*Output Measures*

- 455 business owners
- 31% Black business owners, 22% Asian, 11% White, 25% Hispanic, 8% two or more races, 1% Pacific Islander, 1% American Indian, and 2% other
- 24% of businesses in a start-up stage, 12% in launch, and 64% in growth
- 1,193 coaching hours have been delivered
- 280 businesses have received matching grants
- 189 businesses have received commercial lease reimbursements
- 305 businesses have received support for professional services
- 309 businesses have raised a total of \$6.4M in capital

*Outcome Measures*

- 29% of participating small businesses reported an increase of 0-5% in business health
- 40% of small businesses have reported business growth
- 92% of small business have reported they are still in businesses

**Project:** Community Navigator Program  
**Project ID:** ARPA-43  
**Funding Amount:** \$2,500,000  
**Expenditure Category:** 2.37-Economic Impact Assistance: Other

**Project Overview:**

The Pierce County Economic Development Department (PCEDD), in partnership with local non-profit organizations, launched the Pierce County Community Navigator Program. This economic development community navigator model reaches, supports, and sustains underserved small businesses in our region,

focused on those owned by Black, Brown, and Indigenous People of Color (BIPOC), women, veterans, and rural businesses. Utilizing an inclusive hub and spoke model that connects the cultural knowledge of community non-profits to small businesses in Pierce County, this program strengthens the economic health of our region, fostering a more connected entrepreneurial ecosystem through direct services, trusted partnerships, and community learning. Non-profit organizations provide an array of services such as coaching, mentorship, in-language technical assistance, and business-related classes to entrepreneurs.



This funding also supports the Pierce County Business Skills Program which includes nine free, non-credit, short courses for business owners via Pacific Lutheran University. Courses included bookkeeping basics, web design, business plan basics, tax reporting, marketing strategies, business law, sales skills, graphic design, and intercultural communication.

**Promoting Equitable Outcomes:**

In the “hub and spoke” model, with PCEDD serving as the central organizing hub and providing leadership and administrative services, approximately seven spoke organizations utilize their extensive networks to help BIPOC, women, rural, and veteran-owned businesses during the two-year program and across all spokes. The program is intended to provide resources to allow spoke organizations to focus on targeted business outreach within their spheres of influence. Through meetings, trainings, events, and other communications, spokes will also increase their connection and communication with other spokes contracted under this program. Working together, hub and spokes help build a stronger business ecosystem for all communities in Pierce County.

## Performance Indicators

### Output Measures

- Contracted with eight community groups to provide services to their networks. Community groups: Asia Pacific Culture Center, Pacific Lutheran University, Business Impact NW, Korean Women's Association, Mi Centro, Thurston County EDC, Tacoma Urban League, and South Sound Outreach Services
- 2,614 Navigator visits
- 1,399 Companies visited
- 69% of business owners are minority owned, 53% women owned, and 9% veteran owned
- 86% of businesses have 0-5 employees
- 708 business owners enrolled in the Pierce County Business Skills Program, 246 active learners, 398 courses started, 765 hours of learning, and 107 courses completed

### Outcome Measures

- Increase in the number of businesses able to qualify for commercial lending within Pierce County
- By the end of the performance period, businesses assisted will have increased their gross revenues by an average of 20%
- Businesses will have an established program that operates perpetuity
- Businesses will have cultivated a network of professional service providers qualified and willing to work with participants

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**Project:** Program Coordinators – Economic Stabilization

**Project ID:** ARPA-33

**Funding Amount:** \$175,880

**Expenditure Category:** 2.30-Technical Assistance, counseling, or Business Planning

### Project Overview:

The Program Coordinator position provides administrative support to Economic Development ARPA programming and assists Pierce County businesses. The coordinator connects with and assists businesses with technical questions, language translation, and fields general inquiries regarding the programs that are available to them. Additionally, a local university internship program was expanded to assist with ARPA-related programs, including community navigator outreach and assistance.

## Promoting Equitable Outcomes:

The position allows for direct assistance to Pierce County businesses to ensure equal access to all available ARPA-funded programs by offering technical and language services.

## Performance Indicators

### Output Measures

- Processed over 2,000 Rollback Relief program applications
- Assisted in the processing of over 455 grants

### Outcome Measures

- Increase in number of small businesses accessing support, as identified in the Pierce County Business Survey.

## Non-Profit Support

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**Project:** Key Peninsula Partnership for a Healthy Community

**Project ID:** ARPA-66

**Funding Amount:** \$90,000

**Expenditure Category:** 2.34-Assistance to Impacted nonprofit Organizations (Impacted or Disproportionately Impacted)

### Project Overview:

Key Peninsula Partnership for a Healthy Community connects Key Peninsula non-profits, social service organizations, community members, and governmental departments and agencies for the purpose of assessing challenges, leveraging resources, and developing community-driven visions and solutions. This is done through the creation of trusted networks, reliable communication channels, and consistent interaction with organizations and the community at-large. The public gains through efficient use of funds and leveraging of already existing resources. In this way, additional and more effective resources are created through partnerships and collaborative efforts.

## Promoting Equitable Outcomes:

As Pierce County emerged from the pandemic, the need for coordination grew. Key Peninsula Partnership supported more than 20 organizations that work to fill community gaps in transportation, health and wellness, and food insufficiency. Many of the residents were able to meet their basic needs for dental and health care, had limited access to social services, and were unemployed. Many, particularly women, lost their jobs and/or childcare, and

were at risk of losing the public assistance they depended on to survive during the pandemic. Key Peninsula Partnership continued efforts to provide connections to resources and services, built trust, served as a provider of reliable information, and increased access to community based, non-governmental programs and government resources.

### Performance Indicators

#### Output Measures

- Approximately 21,000 people served
- Supported over 20 organizations

#### Outcome Measures

- Reduction in number of unemployed residents
- Increase in dental and health care services
- Decrease in food insecurity

**Project:** Lindquist Dental Clinic

**Project ID:** ARPA-72

**Funding Amount:** \$200,000

**Expenditure Category:** 2.34-Assistance to Impacted nonprofit Organizations (Impacted or Disproportionately Impacted)

### Project Overview:

[Lindquist Dental Clinic for Children](#) (LDCC) is a non-profit dental clinic that provides care for children and youth 0-20 years old. LDCC's programs and services provide a safety net for the most vulnerable Pierce County children and youth and help them receive the dental care they need to be healthy. LDCC is the only local private non-profit dental clinic solely dedicated to serving children 0-20, as well as offering the unique combination of treatment in affordable dental clinics and through the community and school-based dental outreach services. Funding was used to support the general operational needs along with other COVID-19 expenses such as PPE and recovering from a backlog due to youth that were not regularly visiting the dentist throughout the pandemic.

### Promoting Equitable Outcomes:

No child is turned away due to an inability to pay. The location is blocks from a qualified census tract and supports low-income families where children may otherwise not be able to receive quality dental care. There are no out-of-pocket costs for those families that meet income qualifications. LDCC also offers a sliding fee scale based on income and family size for that are under-insured or uninsured.

### Performance Indicators

#### Output Measures

- Provides screenings and preventative services in 35 Pierce County Schools

#### Outcome Measures

- Decrease in number of children unable to receive dental care

**Project:** Washington Horsemen

**Project ID:** ARPA-77

**Funding Amount:** \$55,000

**Expenditure Category:** 2.34-Assistance to Impacted nonprofit Organizations (Impacted or Disproportionately Impacted)

### Project Overview:

The Washington Horsemen Tacoma Unit provides a place for youth programs such as 4-H, Washington High School Equestrian teams as well as disability programs like Rascal Rodeo which helps those with physical and developmental disabilities discover unknown abilities in a unique, safe, and modified rodeo environment. Funding assisted with general maintenance and operating costs to allow the facility to continue operating through the challenges of the COVID-19 pandemic.

### Promoting Equitable Outcomes:

Program supported local school equestrian teams as well as youth with disabilities, providing an outlet and social connections for youth that were disproportionately impacted by the COVID-19 pandemic.

### Performance Indicators

#### Output Measures

- Repairs and maintenance were completed on the arena roof

#### Outcome Measures

- Continuation of programming to support local youth

**Project:** Compassion Connect Puget Sound

**Project ID:** ARPA-78

**Funding Amount:** \$66,000

**Expenditure Category:** 2.34-Assistance to Impacted nonprofit Organizations (Impacted or Disproportionately Impacted)

### Project Overview:

[Compassion Connect Puget Sound](#) unites community members to serve together to address issues throughout their communities.

Funding allowed Compassion Connect Puget Sound to provide the community with free medical/dental services and combat human trafficking. Funding will help to remove barriers to housing, food, clothing, and transportation for clients.

**Promoting Equitable Outcomes:**

The program provided free mobile medical and dental services in Pierce County to an underserved and vulnerable population by bringing together professionals and community services.

**Performance Indicators**

*Output Measures*

- 300+ clients served at each clinic

*Outcome Measures*

- Increased access to medical/dental services to underserved communities

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**Project:** Affordable Housing and Treatment Homecare

**Project ID:** ARPA-86

**Funding Amount:** \$51,000

**Expenditure Category:** 2.34-Assistance to Impacted nonprofit Organizations (Impacted or Disproportionately Impacted)

**Project Overview:**

Funding provided to [Affordable Housing and Treatment Homecare](#) (AHAT) to support recovery post COVID-19 pandemic. Three Cedars is an adult family home that provides safe, affordable housing, and enriched residential care services to low-or no-income adults living with HIV/AIDS and/or Hepatitis C.

**Promoting Equitable Outcomes:**

This program is designed to make life accessible and abundant to every resident, regardless of the stage of disability or illness.

**Performance Indicators**

*Output Measures*

- Continued safe housing for six residents

*Outcome Measures*

- Residents will return to their communities after successfully graduating from programs where they receive connections to healthcare, medication management, and life skills development

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**Project:** Multicultural Child and Family Hope Center

**Project ID:** ARPA-81

**Funding Amount:** \$50,000

**Expenditure Category:** 2.37-Economic Impact Assistance: Other

**Project Overview:**

[Multicultural Child and Family Hope Center](#) (MCFHC) is a non-profit human services agency with a mission to provide culturally relevant support services to children and families. The program supported basic needs and distribution to hungry, low-income, and often homeless individuals and families throughout Pierce County. Funding supported a new vehicle for food deliveries and HVAC filtration improvements to the facility.

**Promoting Equitable Outcomes:**

Programs supported homeless and low-income families with necessities. The mobile food delivery program offered support to individuals who were unable to obtain food on their own.

**Performance Indicators**

*Output Measures*

- Vehicle purchased to make food deliveries

*Outcome Measures*

- Decrease in food insecurity across underserved children, individuals, and families throughout Pierce County

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## Community Events

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**Project:** Fairs and Community Events

**Project ID:** ARPA-14

**Funding Amount:** \$58,404

**Expenditure Category:** 2.36-Aid to Other Impacted Industries

**Project Overview:**

Funding provided to support the safe re-opening of the Pierce County Fair. In 2020 the Pierce County Fair was held virtually and received minimal revenue. To help offset the closure impacts, funding was provided for entertainment, security, equipment, and maintenance items.

**Promoting Equitable Outcomes:**

The Pierce County Fair is easily accessible to all County residents and is within a few miles of

several qualified census tracts. 4-H is a significant part of the culture and activities at the Fair and promotes youth development while strengthening communities.

### Performance Indicators

#### Output Measures

- 18,517 total visitors in 2021
- 92 total vendors in 2021
- 10-15 community groups supported

#### Outcome Measures

- Increase in number of visitors from 2021 to 2022

## Food Support

**Project:** Farmers Market Support and Tacoma Farmers Market

**Project ID:** ARPA-15, ARPA-75

**Funding Amount:** \$338,277

**Expenditure Category:** 2.36-Aid to Other Impacted Industries

### Project Overview:

The farmers market industry suffered extensive setbacks as the COVID-19 pandemic caused closures, reduced attendance, and increased public health safety measures. Grants were provided to local non-profit farmers markets to ensure continued operation for both vendors and customers.

Additionally, support was provided to the Tacoma Farmers Market to purchase the “Farmers Truck,” a vehicle designed for mobile markets to help Tacoma Farmers Market’s Fresh Express Mobile Farmers Market increase sales of Pierce County produced farm and processed products. By decreasing set up/break down time, displaying products in cold cases, and facilitating cooking demonstrations and sampling with built-in food safety infrastructure, the Farmers Truck allowed the Fresh Express to visit more communities each week and presented consumers with both higher quality products and improved education about how to use them.

### Promoting Equitable Outcomes:

The Tacoma Farmers Market used funding to support their Fresh Express Mobile Market, which is a year-round mobile market offering a full range of fresh and local products to a variety of neighborhoods and community gathering spaces across Pierce County. Partnerships with the Asia Pacific Cultural Center and the Tacoma Housing Authority allowed weekly home deliveries to over

60 households in Tacoma. The program accepts SNAP EBT, which is matched at a 1:1 ratio to double food dollars.

Low-Income, Low-Supermarket Access communities visited by the Fresh Express had an improved shopping experience, and more communities were visited. By providing a new wholesale outlet, Tacoma Farmers Market helped small and beginning farmers diversify their outreach while making high quality, locally made, and sustainably grown products affordable for income-constrained community members.

### Performance Indicators

#### Output Measures

- Seven Pierce County farmers markets received grants
- 2,007 food boxes delivered via Fresh Express Mobile Markets
- Nine different community groups received Fresh Express Mobile food boxes
- Six different local farms supported
- 5,039 SNAP vouchers dispensed
- 4,272 SNAP vouchers redeemed

#### Outcome Measures

- Maintain accessibility at or above current SNAP vouchers dispensed
- Increase in ability for low-income communities to access healthy food

**Project:** Food Bank Support, Food Insecurity

**Project ID:** ARPA-16, ARPA-94

**Funding Amount:** \$4,484,000

**Expenditure Category:** 2.36-Aid to Other Impacted Industries

### Project Overview:

The COVID-19 pandemic disproportionately impacted groups that were already vulnerable, including those food insecure. Individuals were unable to maintain employment, homelessness increased, and food insecurity rose at high rates. Funding was provided to local food banks to support the disproportionately impacted communities. The [Emergency Food Network](#) (EFN) supports members of Pierce County and had over 2.6 million visits and 14.5 million pounds of food distributed in 2023. EFN experienced a 40% increase in visits during 2020 compared to 2019. [View the Sustenance 2023 Annual Report.](#)

### Promoting Equitable Outcomes:

Food banks support the food insecure by providing them with access to food pantries, school meal

sites, and food delivery. Overall, 99% of visitors to food pantries fall below the national poverty line. With the assistance of ARPA, food banks such as the Bonney Lake Foodbank was able to provide food resources to a broad group of individuals that lacked accessibility, could not access the food bank during specified times or were within food deserts, particularly in the rural cities where the underserved populations lack accessible options for nutritious food.

## Performance Indicators

### Output Measures

- EFN had 2,048 volunteers in 2022, repacking 925,064 pounds of food and providing 372,620 meals
- EFN distributed 13.0 million pounds of food in 2022
- EFN partnered with 75+ partner food pantries, meal sites, and shelters in 2022
- EFN served 1,447 Ukrainian refugees in 2022
- Bonney Lake Food Bank project will benefit 6,000 people with food lockers
- 24-hour access to food bank support via food lockers
- Six local food banks directly supported

### Outcome Measures

- Reduction in food insecurity
- Increase in number of food lockers in schools, libraries, community centers or other strategic locations within cities or rural community

## Court Backlog

**Project:** Court Backlog, Court Services, Live Streaming Project, Animal Control

**Project ID:** ARPA-2, ARPA-5, ARPA-6, ARPA-21

**Funding Amount:** \$8,174,164

**Expenditure Category:** 2.37-Economic Impact Assistance: Other

### Project Overview:

The court backlog was largely caused by the suspension of jury trials throughout 2020, 2021, and early 2022. To offset the impacts experienced from unprecedented court backlog, funding was allocated for the Department of Assigned Counsel and the Prosecuting Attorney's Office to increase total staffing during the pandemic period. Funding was also provided for two pro-tem Commissioners and two legal assistants to help with COVID-related issues, including the court backlog and eviction actions.

Though progress has been made to alleviate the court backlog, the courts are still facing challenges such as long dockets, pushed out court dates, longer wait times for cases to be called, periodic jail lockdowns preventing client contact, and the inability to address previous pending cases in addition to backlog cases. On the other hand, virtual hearings have increased client participation/appearances by allowing for flexibility, reducing client and attorney transportation costs, increased flexibility around work schedules, and reducing client daycare management costs.

Current workload measures suggest Pierce County will not return to pre-pandemic levels for at least two more years. By the end of 2023 the Prosecuting Attorney's Office was still experiencing a 24% increase in total pending felony cases compared to 2019. Additionally, the charging backlog (pending screening) was 27% higher in 2023 when compared to 2019. The projected 2024 level of total backlog is expected to be 25% higher than 2019.

### Promoting Equitable Outcomes:

The Prosecuting Attorney's Office ability to keep up with criminal workloads and reduce criminal case backlogs has a significant equity impact throughout the community as criminal activity often disproportionately impacts traditionally under-represented communities. A large portion of felony cases involve indigent offenders, at or below the poverty guidelines, who are represented by public defenders. All agencies are working closely together to make sure cases are moving through the system as efficiently and equitably as possible. This work also allowed crime victims cases to be handled as efficiently as possible through the hiring of additional victim advocates to provide support.

### Performance Indicators

#### Output Measures

- 6 additional Assigned Counsel FTEs (Program funding for Assigned Counsel ended 12/31/2023; performance measures reflective of 12/31/2023)
  - 1,758 backlog cases filed
  - 83.6% of cases assigned
  - 373 cases pending
  - 1,096 cases resolved
- 14 additional Prosecuting Attorney FTEs
  - 3,022 pending felony cases as of June 2024
  - 1,073 felony referrals pending screening
  - 1,949 felony cases pending trial
  - 1,664 felony cases filed
  - 59 felony cases per Attorney

### Outcome Measures

- Reduction in court backlog cases
- 100% of allowable court proceedings live streamed via the Live Courtroom Feed

## Financial Coaching

**Project:** Financial Coaching

**Project ID:** ARPA-36

**Funding Amount:** \$467,342

**Expenditure Category:** 2.37 Economic Impact Assistance: Other

### Project Overview:

Funding supports the Centers for Strong Families (CSF), which focuses on improving the financial bottom line for low- to moderate-income families and helps people in a way that encourages a long-term commitment to increasing income, decreasing expenses, building credit, and acquiring assets. Families receive high-quality, one-on-one financial and employment coaching services virtually or in-person. Funding will be used to serve residents impacted by COVID-19 in collaboration with the Pierce County rental and utility assistance programs as well as other non-profit partners.

### Promoting Equitable Outcomes:

CSF focuses on improving the financial bottom line for low- to moderate-income families. Services are targeted to low-income residents that are at or below the Asset Limited, Income Constrained, Employed (ALICE) income threshold for Pierce County and have been disproportionately impacted by the pandemic. Clients will be those at risk of pandemic-related long-term negative impacts to earnings and economic potential, particularly low-income workers and communities of color.

### Performance Indicators

#### Output Measures

- 259 clients received financial counseling
- 77 clients received employment coaching
- 10 clients received a referral service

#### Outcome Measures

- Improve and encourage long-term financial accountability

## Transportation

**Project:** Transportation Services

**Project ID:** ARPA-38

**Funding Amount:** \$30,000

**Expenditure Category:** 2.37 Economic Impact Assistance: Other

### Project Overview:

Program provided services to those impacted by COVID-19 without transportation. Providers supplied clients with ORCA Pilot Services which allowed for access to transportation services for specific ridership privileges. ORCA Pilot Services included Pierce Transit local fixed routes, shuttles, and on-demand public transportation. On-demand public transportation allowed a user to book rides from a mobile device within dedicated micro transit zones. Each service had its own zone or designated pick-up/drop-off spots which were an ideal option for 'first and last mile' connections between starting point and other transit services.

### Promoting Equitable Outcomes:

Shuttles were provided for clients that submitted an eligibility application to Pierce Transit in accordance with the Americans with Disabilities Act (ADA).

### Performance Indicators

#### Output Measures

- 9,623 rides
- Supported through Althiemer Memorial Church, Catholic Community Services, Exodus Rapid Rehousing, Tacoma Rescue Mission, and Inside Passage Pierce County

#### Outcome Measures

- Reduce employment and school absences by supporting transportation needs

## Rebuilding Together

**Project:** Rebuilding Together South Sound

**Project ID:** ARPA-63

**Funding Amount:** \$400,000

**Expenditure Category:** 2.37 Economic Impact Assistance: Other

### Project Overview:

Rebuilding Together South Sound seeks to advance health equity by improving health and housing outcomes for neighbors in need in economically distressed communities. Funds are used to provide free home repairs and modifications for low-income (at or below 50% of Area Median Income) homeowners/families who are seniors, have a disability or have children in the home with the intention of keeping them safe in their homes. This program helps to preserve and maintain the existing affordable housing stock and increase the availability of safe, healthy, and affordable permanent housing.

**Promoting Equitable Outcomes:**

Providers offer health- and safety-related small emergency minor home maintenance and prevention repairs free of cost to homeowners who are senior citizens, families, and/or disabled earning 50% or less of the area median income.

**Performance Indicators**

*Output Measures*

- Expected to serve 16-25 families

*Outcome Measures*

- Maintain affordable housing throughout Pierce County

## Justice Center Facility Improvements

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**Project:** Justice Center Facility Improvements

**Project ID:** ARPA-103

**Funding Amount:** \$2,000,000

**Expenditure Category:** 2.37-Economic Impact Assistance: Other

**Project Overview:**

The Justice Center includes judicial and law enforcement operations and has continued to grow and expand. A modernized and reconfigured Justice Center is needed to safely support growing programs. Funding will allow the purchase of a generator that will ensure critical County functions can continue operations during emergencies.

**Promoting Equitable Outcomes:**

The Justice Center supports the public in judicial and law enforcement needs. An efficient and updated Justice Center will provide community members with improved access to services.

**Performance Indicators**

*Output Measures*

- TBD as program commences

*Outcome Measures*

- TBD as program commences

# Sheriff's Department Incentives

**Project:** Sheriff Department Incentive Program, Sheriff Department Hiring Incentives - Corrections, Sheriff Department Hiring Incentives - Law Enforcement, Juvenile Court Detention Hiring Incentives

**Project ID:** ARPA-84, ARPA-98, ARPA-99, ARPA-96

**Funding Amount:** \$6,517,952

**Expenditure Category:** 3.1 Payroll and Benefits for Public Health, Public Safety, or Human Services Workers

## Project Overview:

Retirements and resignations have impacted the Pierce County Sheriff's Department at a pace never seen before with as many as 60 vacancies during the pandemic. Local agencies and agencies around the nation are offering hiring and retention incentives along with higher pay to fill vacancies and attract law enforcement officers, causing many to leave Pierce County positions. Pierce County will provide retention incentives to retain existing and attract new law enforcement officers.

Additionally, Sheriff Corrections, Sheriff Law Enforcement, and Juvenile Court have experienced a reduction in new hires. Funding supports hiring incentives aimed at increasing the number of new applicants to fully staff each department. This will reduce the need for mandatory overtime and improve morale.

## Promoting Equitable Outcomes:

The Pierce County Sheriff's Department ensures all residents have confidence they are safe and will be treated fairly within their community. Vacancies throughout the Sheriff's Department and Juvenile Court increases burden on existing officers and reduces their ability to keep residents safe.

## Performance Indicators

### Output Measures

- 291 law enforcement officers received the first incentive, and 297 received the second
- 16 hiring incentives for law enforcement officers
- 15 employee referral incentives
- 19 hiring incentives for Corrections

## Outcome Measures

- Increase in public safety as shown by the number of residents reporting they feel safe in their community

# Equity Action Collaborative

**Project:** Equity Action Collaborative

**Project ID:** ARPA-87

**Funding Amount:** \$50,000

**Expenditure Category:** 3.4 Public Sector

Capacity: Effective Service Delivery

## Project Overview:

To support Pierce County's participation in the Equity Action Collaborative, a collection of more than 80 community partners that work together to amplify the voices, experiences, and solutions of communities most affected by systemic racism.

## Promoting Equitable Outcomes:

The Equity Action Collaborative supports communities most affected by systemic racism.

## Performance Indicators

### Output Measures

- TBD as program commences

### Outcome Measures

- TBD as program commences

## Broadband

**Project:** Broadband

**Project ID:** ARPA-42

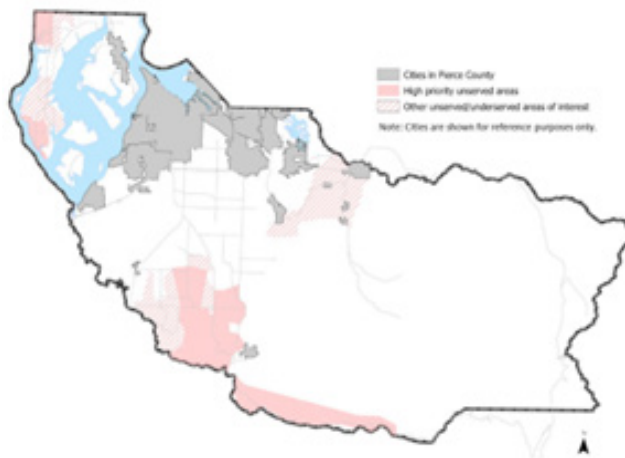
**Funding Amount:** \$12,777,650

**Expenditure Category:** 5.21 Broadband: Other Projects

### Project Overview:

The Broadband program leverages partnerships, grant opportunities, franchise language, and Broadband Development District incentives to expand access to broadband in the unserved and underserved areas of Pierce County. In July 2019, the County Council passed [R2019-74](#) declaring broadband an essential infrastructure. Pierce County commissioned a study completed by Magellan that helped to identify five key areas within the County to prioritize projects. Fiber projects are prioritized, allowing connection directly to the home.

The following map displays the contiguous unserved areas prioritized for service:



### Promoting Equitable Outcomes:

Households without access to Broadband services are less successful in areas of maintaining employment, continuing education, and accessing medical care in a remote fashion. The program addresses the digital divide by reaching unserved/underserved communities that otherwise would not have access to reliable broadband services. Each project that was proposed to the County for consideration was evaluated on its social attributes, including economic and racial equity.

### Performance Indicators

*Output Measures - for existing projects as of 6/30/2024*

- Planned miles of fiber deployed: 213
- Total number of funded locations served, by type:
  - Residential, total housing units: Estimated 3,952
  - Businesses: Estimated 165
  - Community anchor institutions: Estimated 7

### Outcome Measures

- Increase in overall access to dependable broadband
- Reduction in total unserved and underserved areas within Pierce County

## Sewer and Water

**Project:** Sewer/Municipal Partnerships

**Project ID:** ARPA-55

**Funding Amount:** \$10,000,000

**Expenditure Category:** 5.21 Broadband: Other Projects

### Project Overview:

[Ordinance No. 2021-115s](#) outlines a two-part sewer and water program to financially partner with cities and other local units of government, tribal governments, and qualified housing organizations to make strategic investments in infrastructure to improve public health, preserve existing infrastructure, support an increase in affordable housing options, and create jobs to ensure more equitable recovery and mitigate long-term effects of the pandemic. Pierce County selected 11 projects to support critical water and sewer infrastructure improvements.

Additional information may be found on:

[Planning and Public Works ARPA Sewer and Water Utility Infrastructure Grant Program page.](#)



### Project highlights:

- Sewer and water line extensions to support additional affordable housing development. All units will carry a 99-year affordability covenant requiring low- and moderate- income households only.
- Extend 2,250 feet of sewer mains

- to serve 58 residential properties with deficient or failing septic systems. Project directly supports a disadvantaged community comprised of very low-income populations.
- Replace and upsize distribution and transmission water mains that are nearing useful life to improve water quality and quantity concerns.
- Extend 2,860 feet of sewer line to serve 60 properties with 122 dwelling units and 1 commercial property to decrease septic system pollution and avoid failures.
- Extend 2,000 feet of sewer mains to serve over 40 acres of unsewered properties. The project will improve the health of a critical salmon-bearing waterway and surrounding habitat.

### Promoting Equitable Outcomes:

Low- and moderate-income communities have faced more severe health and economic outcomes during the pandemic, and the compounding of disproportionate, systemic, public health, and economic challenges will have long-term impact on these communities. Expansion, protection, and improvement of these services allows for communities throughout Pierce County to share in the economic, social, and environmental benefits. Projects funded through this program improve access to safe, clean, reliable water and sewer services and several directly benefit underserved communities and increase affordable housing options. Efforts that protect and improve public and environmental health promote equitable outcomes beyond the communities and customers directly served by benefiting adjacent and downstream areas as well.

### Performance Indicators

*Output Measures (Two projects have been completed as of June 30, 2024. Additional output information will be provided as remaining projects are completed)*

- 11 total projects awarded funding
- Eight different cities/towns awarded funding
- Two projects completed to date
- Up to 320,000 people serviced by Tacoma Water groundwater well project
- 16 new permanently affordable units supported by the City of Lakewood sewer and water extension

### Outcome Measures

- Improvements to safety and reliability of drinking water supply
- Increase availability for affordable housing
- Protection and improvement of vital sewer infrastructure
- Improvements to public health and environmental conditions
- Avoidance of public health and environmental conditions
- Increase in community resiliency

# COVID-19 Related Administrative Expenses

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**Project:** Administrative Expenses, COVID-19 Operational Impacts, and Program Coordinators - Council

**Project ID:** ARPA-1, ARPA-65, ARPA 26

**Funding Amount:** \$1,861,706

**Expenditure Category:** 7.1 Administrative Expenses

## **Project Overview:**

Staffing and indirect costs to support the administration, communication, and coordination of ARPA funds, including essential services, contracting, accounting, and reporting of COVID-19 relief funding, predominantly within the Finance and Human Services departments.

## **Performance Indicators**

### *Output Measures*

- 104 programs supported
- 18 departments supported
- 11 quarterly and three annual reports submitted to Treasury

### *Outcome Measures*

- Accurate and timely reporting and distribution of ARPA funds in accordance with U.S. Treasury's guidelines

# Revenue Replacement

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**Project:** Revenue Replacement

**Project ID:** ARPA-82

**Funding Amount:** \$10,000,000

**Expenditure Category:** 6.1 Provision of Government Services

**Project Overview:**

Pierce County elected to take the standard Revenue Replacement deduction of \$10,000,000 to use towards general government services. Pierce County used Revenue Replacement funding to support the salaries and wages of Pierce County law enforcement officers.