



# RECOVERY PLAN

## State and Local Fiscal Recovery Funds

2022 Report

A wide-angle photograph of a majestic, snow-capped mountain peak, likely Mount Rainier, rising above a dense forest of evergreen trees. The sky is a clear, vibrant blue. The image is partially obscured by a dark blue vertical bar on the left side of the page.

PIERCE COUNTY,  
WASHINGTON

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\*Including Promoting Equitable Outcomes and Use of Evidence

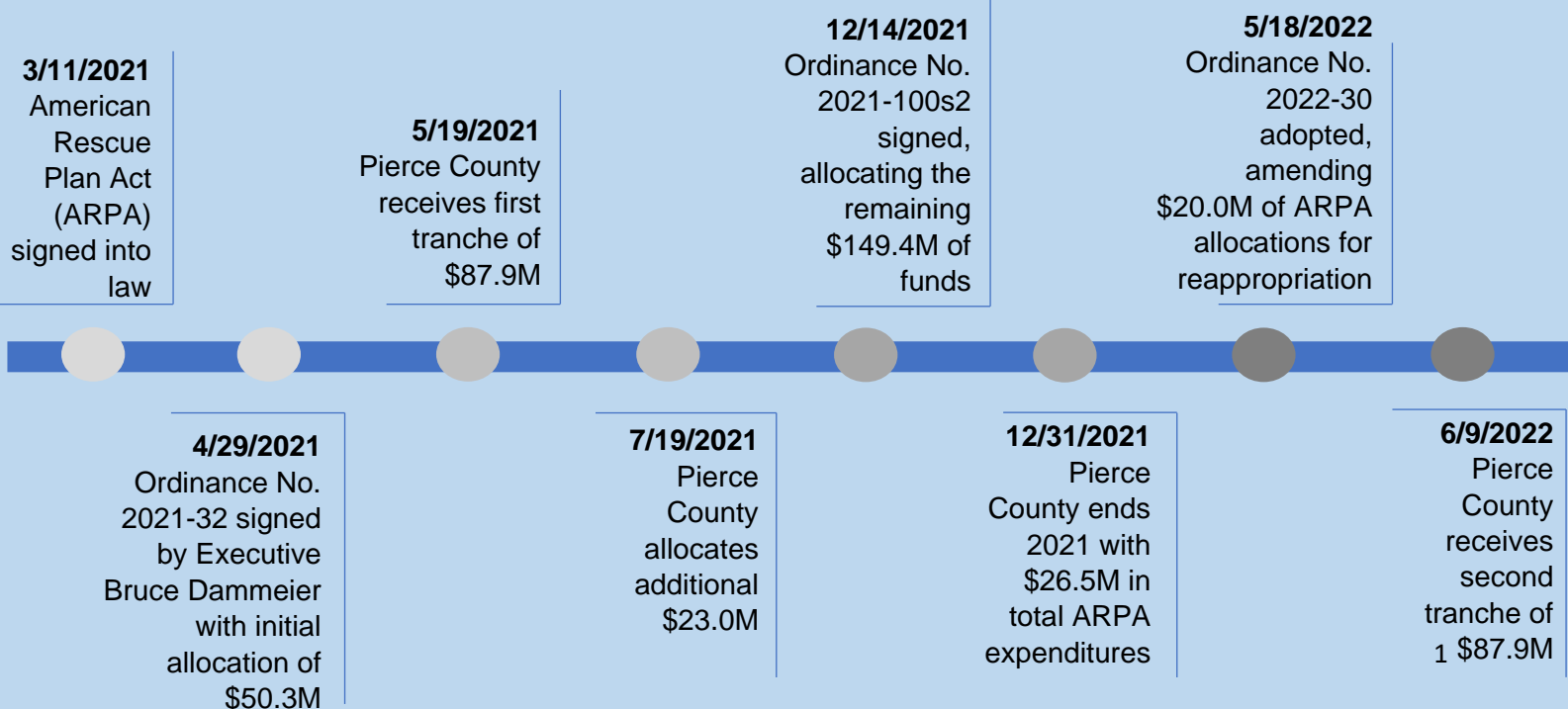
## EXECUTIVE SUMMARY

### 2022 RECOVERY PLAN

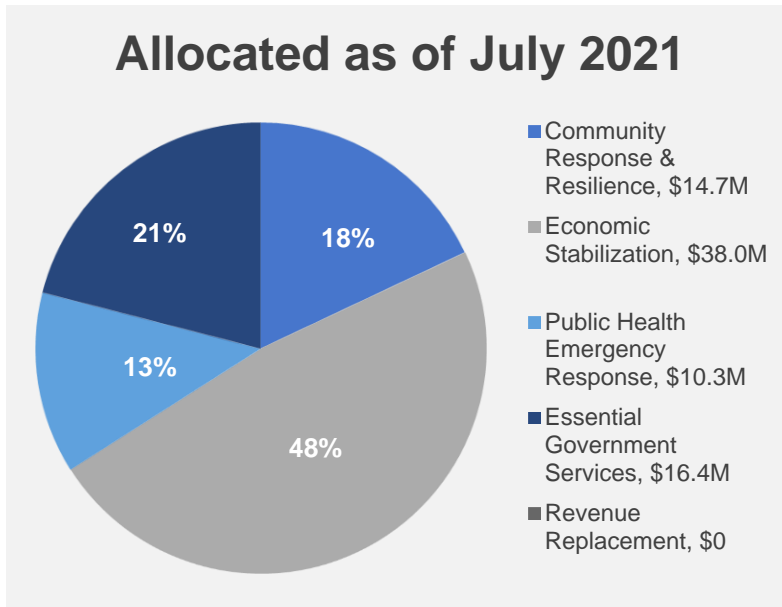
The American Rescue Plan Act of 2021 (ARPA), bill H.R.1319, was signed into law by President Biden on March 11, 2021, to provide relief towards an equitable economic recovery. The State and Local Coronavirus Fiscal Recovery Fund (SLFRF) legislation, part of ARPA, includes \$65.1 billion in direct aid to all counties in America. Pierce County was allocated \$175.8 million in pandemic response and recovery funding to be 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 early 2021, and continues to plan purposefully to use the remaining funds over the course of the next five 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 additional allocations made on July 19, 2021. Pierce County concluded planning of the 2022-23 biennium budget on December 14, 2021, in which \$149.4 million of funds were either reappropriated or included as new allocations. By the end of December 2021, Pierce County expended \$26.5 million in ARPA funds towards public health emergency, economic stabilization and recovery, community response and resilience, and essential government services.

To address emerging needs and a changing economy, Pierce County adopted a supplemental budget, Ordinance No. 2022-30, reappropriating \$20.0 million in ARPA funding allocations. The second tranche of funding was received on June 9, 2022. Pierce County continues to support and address the continually changing environment impacted by the COVID-19 pandemic.



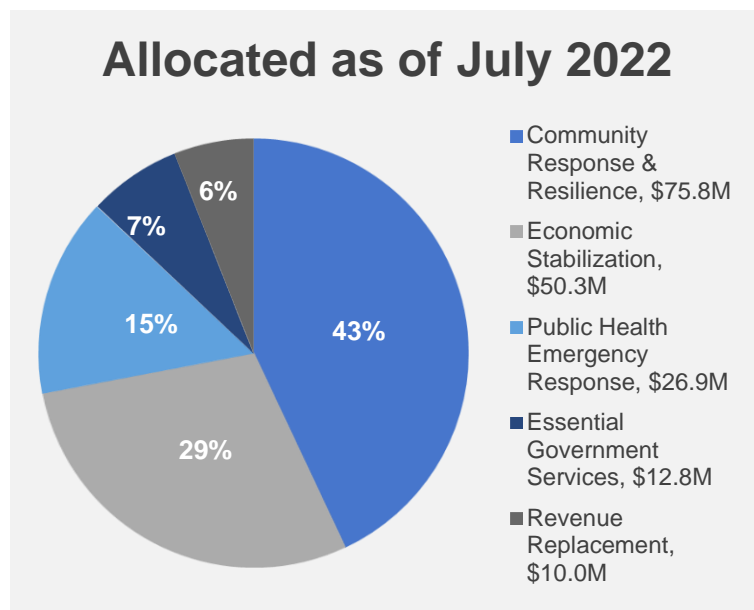
Pierce County priorities are defined by five categories, established during the Coronavirus Aid, Relief, and Economic Security (CARES) Act (2020). Community Response and Resilience, Economic Stabilization, Public Health Emergency Response, Essential Government Services, and Revenue Replacement.



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 assistance for homelessness services. In a second round of ARPA funding allocations, \$15

million was allocated to support expansion of broadband infrastructure. Small businesses received another \$8 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 budget was signed, and Community Response and Resilience emerged with the highest overall allocation, predominantly towards supporting community groups, homelessness, and affordable housing. Economic Stabilization continues to be a strong emphasis, focusing on strengthening local small businesses/non-profits and investing in crucial infrastructure projects related to Broadband and Sewer/Municipal partnerships. Addressing Public Health remains critical as the COVID-19 variants



continue to emerge and transform. Lastly, funding is allocated to essential government services and revenue replacement through support of the court, jails, and law enforcement.

## 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 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.

Congregate settings continue to face issues with widespread COVID-19 outbreaks. The Pierce County jail saw a recent resurgence in COVID-19 cases, with 111 staff and inmates testing positive since April 2022. Funding helps support backfill while staff are quarantining as well as other facility adaptations and custodial services.

### U.S. DEPARTMENT OF THE TREASURY: 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

## 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.

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 million of ARPA funds were allocated to affordable housing projects to increase inventory. To date, an estimated total of 510 new affordable housing units will be available upon completion.

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 \$23 million will be distributed in the form of grants and trainings to support varying needs. The grants will focus on stabilizing and helping small businesses grow, including providing critical professional services (bookkeeping, tax advice, graphic design, web design, marketing strategies, and legal advice), one-time information technology and capital needs, childcare services, and direct assistance grants.

Just over \$5 million has been allocated to Entrepreneurship and Technical Assistance programs 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. As of March 2022, out of the 107 business owners participating, 91% are minority owned, 70% are women owned and 21% are veteran owned.

## Public Health Negative Economic Impact

In the most recent adjustments to allocations, Pierce County provided \$4 million for law enforcement incentives to help retain quality officers. As part of a broader program, the Sheriff's department will work to retain current officers and provide incentives to attract new talent. As of July 2022, the Pierce County Sheriff's Department had 54 vacancies, with additional retirements and resignations expected this year.

## Infrastructure

In July 2019, [Resolution R2019-74](#) was passed, declaring Broadband an essential infrastructure. Subsequently, in 2021, Pierce County allocated \$15 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. The first ARPA Broadband partnership award was made in April 2022, with more to follow.

The Sewer and Water Utility Infrastructure Partnership Program is still in planning stages and will 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 support increased availability for affordable housing. Additional information on the program can be found at the ARPA Sewer and Water Utility Infrastructure Grant Program [website](#). Applications are due by July 29, 2022.

### U.S. DEPARTMENT OF THE TREASURY: INELIGIBLE USES

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

## Revenue Replacement

Per Treasury's Final Rule, recipients may elect a standard allowance of \$10 million in revenue replacement to be spent on government services. Pierce County has elected to take the \$10 million standard allowance and is planning to use the funds on law enforcement services.



## PROMOTING EQUITABLE OUTCOMES

### 2022 RECOVERY PLAN

In Spring of 2021, a team of stakeholders reviewed the current Pierce County strategic plan and updated many areas to reflect the current environment in which we are serving our residents. A common theme throughout the newly updated strategic priorities is promoting equity and ensuring each person throughout Pierce County is thoughtfully included.

### A PLACE PEOPLE ARE PROUD TO CALL HOME

Pierce County is prioritizing equity benefits not only to our underserved and disproportionately impacted residents, but the entire community as a whole. The decisions made over the next three years will have a lasting impact on the community for many years to come. The updated

strategic plan will help align and drive these impactful decisions.

With the strategic plan as our framework, Pierce County is allocating 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.



### 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 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



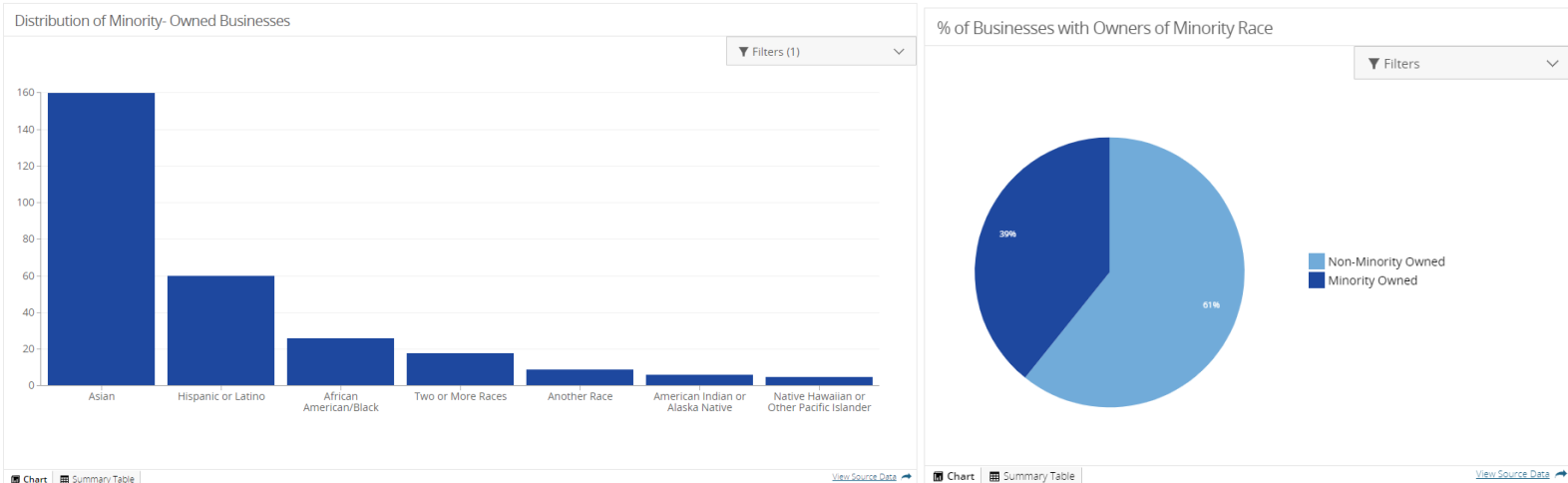
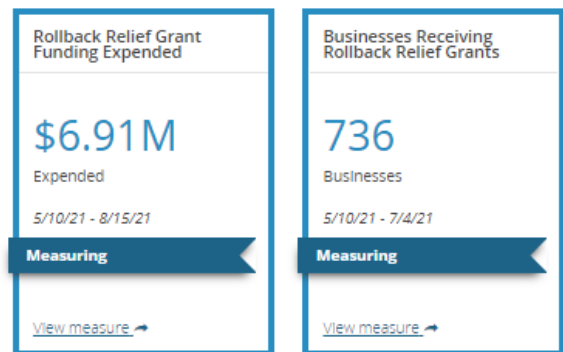
## OPEN PIERCE COUNTY

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.

The below visualizations demonstrate an example of disaggregated data for the Business Assistance program. The data provided includes total number of businesses that received assistance, percent of businesses with minority owners, and distribution of minority groups.

Open Pierce County can be found at <https://open.piercecountywa.gov/>





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

In August 2021, the County Council unanimously 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 will identify a multitude 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, shall be used to analyze services, programming, policy development, and budgeting. All proposed resolutions and ordinances shall include an Equity Note. The Equity Note includes an analysis of how opportunities to further equity were identified and 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 will be implemented by the end of 2022. The Equity Review Committee will continue to develop over time and offer valuable information to promote equitable outcomes.

## Resolution No. R 2 0 2 1 - 1 0 8 s

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

## Resolution No. R 2 0 2 1 - 1 0 9

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 Workgroup



# EQUITY IN PROGRAMMING

## Goals

- Reach as many adversely affected groups as possible
- Particular focus on BIPOC, homeless, seniors, and youths
- Leverage County resources to implement and track equitable outcomes

## Awareness

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

## Access and Distribution

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

## Outcomes

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

## 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.



## 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 BIPOC, income, gender, faith, and other culturally diverse 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.

## 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 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 and assisted in funding allocation decisions.

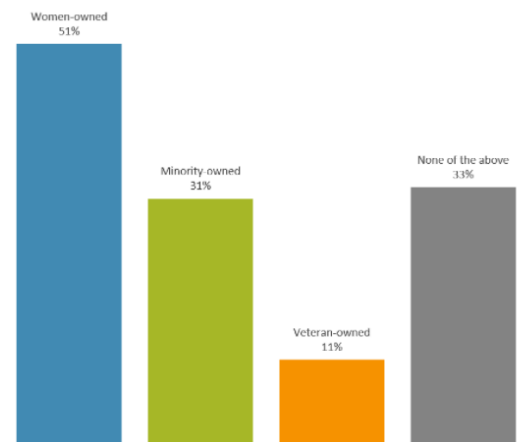
## Business Owner Survey

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.

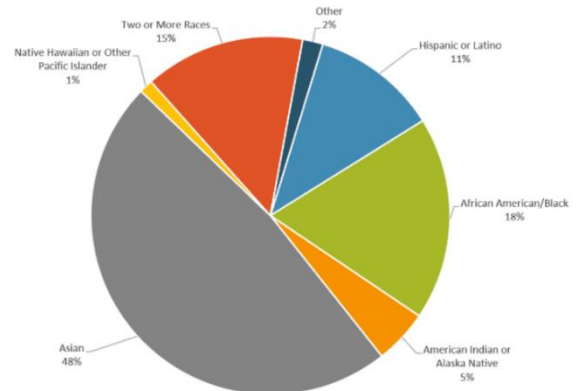
The results showed the most utilized programs were small business assistance grants and the personal protective equipment (PPE) program. The survey closed March 2, 2021, and shortly after, Council allocated the first round of ARPA funds with a focus on support for small businesses.

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.

Q: Is your company women, minority, or veteran-owned? (select all that apply)



Q: If your business is minority-owned, please specify your business ownership race/ethnicity:



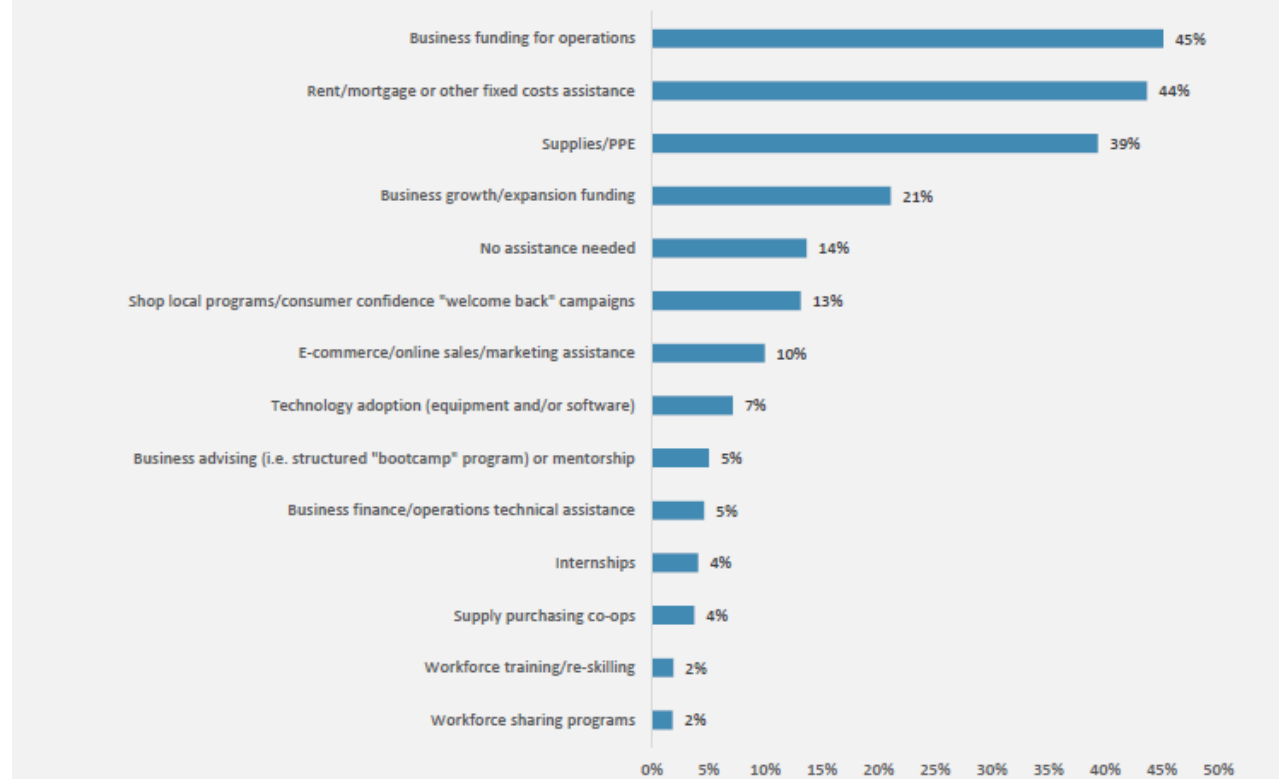
Specific to the ARPA Rollback Relief Grant program, 40% of the recipients were minority owned businesses, 53% were women owned, and 10% were veteran owned. Looking at the entire recipient pool, 70% of the funds went to minority, women, and veteran owned businesses.

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.

## Q: What programs or services would most help your business in 2021?



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



Pierce County allocated \$25 million for sewer/municipal and broadband infrastructure projects. Both programs are currently in the initial stages, and strong labor standards will be used to promote effective and efficient delivery of high-quality infrastructure projects while supporting economic recovery. Infrastructure projects will cross local cities and towns throughout Pierce County, including the Nisqually Indian Tribe, creating strong employment opportunities across 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 works to encourage 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.



# PROJECT INVENTORY

## State and Local Fiscal Recovery Funds

2022 Report



PIERCE COUNTY,  
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## COVID - 19 TESTING

**Project:** Fair COVID-19 Testing

**Project ID:** ARPA-13

**Funding Amount:** \$139,697

**Expenditure Category:** 1.2-COVID-19 Testing

**Project Overview:** Rapid COVID-19 testing at the Washington State Fairgrounds to allow for a safe re-opening of the fairgrounds to the public. Testing support provided each day the fair was operating.

**Promoting Equitable Outcomes:** The Washington State Fair brought in over 800,000 visitors in 2021. Free testing was available to all attendees, creating a no-barriers opportunity for the public to be tested.

### Performance Indicators:

#### Output Measures

- 19 total days of testing
- Testing available from 12:00-5:00pm each day
- 816,000 visitors to the fair in 2021
- 1,957 antigen tests administered
- 60 polymerase chain reaction (PCR) tests administered

#### Outcome Measures

- 50% reduction in positive PCR results from week one to week three

## PERSONAL PROTECTIVE EQUIPMENT

**Project:** Personal Protective Equipment

**Project ID:** ARPA-24

**Funding Amount:** \$1,253,564

**Expenditure Category:** 1.5 Personal Protective Equipment

**Project Overview:** Rent and operations for Personal Protective Equipment (PPE) warehouse along with distribution of PPE. Funding also includes purchase of PPE for Medical Examiner and Sheriff Department.

**Promoting Equitable Outcomes:** The storage facility houses PPE for local businesses and non-profits, serving the entire region. PPE delivery 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

- \$1.2M for rent and operations of a PPE storage facility
- \$71.5K for the Pierce County Medical Examiner's Office
- \$41.0K for the Pierce County Sheriff Department
- 17M items of PPE distributed
- 665 groups received PPE
- 145 types of PPE distributed

#### Outcome Measures

- Reduction in transmission and positivity rates

## DOMESTIC AND FAMILY VIOLENCE SUPPORT

**Project:** Domestic and Family Violence Support

**Project ID:** ARPA-8

**Funding Amount:** \$299,408

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

**Project Overview:** The COVID-19 pandemic displaced people from their employment, resulting in the need for emergency assistance for victims and survivors of domestic violence who may be forced to remain in homes with their abusers and/or flee from an unsafe situation. Funding for [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.

**Promoting Equitable Outcomes:** Within these programs, support groups are ensuring equitable outcomes among all participants by offering specialized services. Catherine Place provided culturally specific support groups for Spanish speaking survivors in Pierce County, focusing 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:

#### Output Measures

- 595 Individuals provided with advocacy, emotional support, safety planning, financial assistance, help with the justice system, support groups and resource referrals
- Collaboration with six organizations
- 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 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 confirm they were connected to services
- 86% of individuals were satisfied with the services received

## PREVENTION IN CONGREGATE SETTINGS

**Project:** Bailiffs for Jury Orientation

**Project ID:** ARPA-3

**Funding Amount:** \$ 351,718

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

**Project Overview:** As a result of the pandemic, the court system experienced an unprecedented court backlog. To offset the impacts, funding was put forth to hire additional bailiffs to manage jury orientation within the Superior Court and ensure public safety and health. Additional bailiffs were required to support the offsite/additional court rooms necessary to accommodate the increase in jurors.

### Performance Indicators:

#### Output Measures

- Five total bailiffs providing support
- 11,831 jurors supported between January 1, 2021, and June 30, 2022
- Two remote sites supported
- 727 total jurors supported at remote sites

#### Outcome Measures

- Reduction in total number of court backlog cases
- Reduction in need for additional bailiffs as court cases decline

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**Project:** Corrections Electronic Home Detention

**Project ID:** ARPA-4

**Funding Amount:** \$ 687,302

**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. Additionally, 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 amongst 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*

- Reduction in number of individuals requiring jail confinement

**Project:** Courts Electronic Home Monitoring

**Project ID:** ARPA-7

**Funding Amount:** \$ 108,727

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

**Project Overview:** Electronic Monitoring is provided by Friendship Diversion Services for individuals who are 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 reoffend would be remanded into custody with a monetary bail requirement that disproportionately impacts those who do not have the financial means to secure monetary release.

**Evidenced-based:** 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 active participants within a 60-day period through the end of December 2021

- 90.3% pretrial services appearance rate in 2021
- 8.2% of pretrial program participants sentenced to additional jail days post-trial

*Outcome Measures*

- Number of program participants sentenced to additional jail days increased 3.3% between 2020 and 2021
- Pretrial services appearance rate of 90.3% in 2021 was over the target of 85%

**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 Homes, Prisons/Jails, dense work sites, schools, childcare facilities, etc.)

**Project Overview:** Modifications, janitorial and security services to County facilities to adhere to COVID-19 safety guidelines and support alternate locations. Funding included repair/maintenance to multiple buildings, disinfecting/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:** Provides opportunities for community members and County staff to safely access public buildings and services through the COVID-19 pandemic.

**Performance Indicators:***Output Measures*

- Support 10 different County facilities with adaptations
- Support 19 different County facilities with janitorial services
- Support 5 different County facilities with security services

*Outcome Measures*

Decrease in exposure, reducing spread of COVID-19 through mitigation and prevention



**Project:** Off-site Court Locations and Technology Equipment and Support for Offsite Locations

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

**Funding Amount:** \$ 487,830

**Expenditure Category:** 1.4 Prevention in Congregate Settings (Nursing Homes, Prisons/Jails, dense work sites, schools, childcare facilities, etc.)

**Project Overview:** 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 county 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.

**Promoting Equitable Outcomes:** Provides opportunities for community members and County staff to safely access court services through the COVID-19 pandemic.

**Performance Indicators:**

*Output Measures*

- Support four different off-site facilities
- Security services provided during open hours of operation

*Outcome Measures*

- Decrease in exposure, reducing spread of COVID-19 through mitigation and prevention and the ability to safely social distance

**Project:** Jail Quarantine Backfill

**Project ID:** ARPA-19

**Funding Amount:** \$ 508,156

**Expenditure Category:** 1.4 Prevention in Congregate Settings (Nursing Homes, Prisons/Jails, dense work sites, schools, childcare facilities, etc.)

**Project Overview:** Due to the nature of housing inmates in close quarters, jail staff are exposed to inmates diagnosed with COVID-19. Funding supported the additional costs for overtime to

backfill for staff who were required to quarantine because of a positive COVID-19 status.

**Promoting Equitable Outcomes:** Jail quarantine support ensured the jails were able to function at full capacity. Without backfill support the jails may experience 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*

- Decrease in exposure, reducing spread of COVID-19 through mitigation and prevention
- Decrease in percent of inmate and staff populations quarantined in 2022

**Project:** District Court Safety Ambassador

**Project ID:** ARPA-28

**Funding Amount:** \$ 49,581

**Expenditure Category:** 1.4 Prevention in Congregate Settings (Nursing Homes, Prisons/Jails, dense work sites, schools, childcare facilities, etc.)

**Project Overview:** During the COVID-19 pandemic, the District Court counter areas and courtrooms in the County-City Building remained open. These essential public services were open for in person operations. A need was identified for safety monitors to ensure communication of safety requirements and guide the public to follow social distancing and personal protective equipment requirements.

**Promoting Equitable Outcomes:** Safety ambassadors were bilingual in Spanish, offering 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*

- Safety ambassadors provided support daily from October and December 2021

*Outcome Measures*

- All court rooms and counters remain open and functioning throughout the pandemic, except when the County-City Building is closed by emergency order.

## LAW ENFORCEMENT ACTIVITIES

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**Project:** Law Enforcement Activities

**Project ID:** ARPA-20

**Funding Amount:** \$315,215

**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 saw 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 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:** Throughout 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. Providing 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

*Outcome Measures*

- Increased safety for parkgoers, preventing traffic occurrences and

ensuring maximum occupancy is not exceeded at the park – 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.

## COVID - 19 AFTER ACTION REPORT

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

**Project ID:** ARPA-52

**Funding Amount:** \$250,000

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

**Project Overview:** Pierce County Emergency Management will hire a contractor to complete a detailed After-Action report and Improvement Plan. The final report will make recommendations to Pierce County's Region 5 Coordination Council on elements of a public health/pandemic emergency response that should be improved, and elements of success that should be sustained. This includes making recommendations that are specific to plans, processes, and procedures. The improvement plan will provide detailed actions, with recommended timelines that jurisdictions, agencies, and community organizations may take to improve Region 5's collective emergency response effort. In addition, this report will inform the state-wide improvement planning process.

**Promoting Equitable Outcomes:** The process to develop the After-Action Report and Improvement plan will be facilitated by a neutral entity and provide all stakeholders with equal time and opportunities to provide feedback that will inform the final product. Stakeholders in this process include jurisdictions, county departments, first response agencies, healthcare agencies, local health jurisdictions, emergency management organizations, critical infrastructure partners, school districts, higher education, non-profit community organizations, private sector, and many more to be identified throughout the process.

**Performance Indicators:**

*Output Measures*

- Number of stakeholders involved
- Total number of stakeholder workshops

### Outcome Measures

- To be determined upon completion of the COVID-19 After Action Report

## TACOMA PIERCE COUNTY HEALTH DEPARTMENT

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

**Project ID:** ARPA-49

**Funding Amount:** \$10,785,000

**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 \$10.8M allocation, including outbreak investigations, testing, response management and operations support, epidemiology and data, communications, and community engagement. TPCHD's COVID-19 response priorities are 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.

### Performance Indicators:

#### Output Measures

- As of 3/2022, 451 outbreaks investigated, 47,902 calls and texts made for case and contact investigation, 32,257 letters sent
- As of 3/2022, 112,000 test kits distributed and 32,500 tests completed
- As of 3/2022, 50 people received isolation accommodations
- As of 3/2022, 71,234 cases reported and processed

#### Outcome Measures

- Sustain low transmission and positivity rates to reduce number of patients requiring care

**Project:** TPCHD - COVID-19 School Assistance

**Project ID:** ARPA-50

**Funding Amount:** \$2,626,871

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

**Project Overview:** TPCHD used a third-party contracted vendor to provide Pierce County School Districts, who requested the service, contact tracing and investigation staff (onsite and remote). Seven school districts and one private school were part of the student testing program – Franklin Pierce, Puyallup, Clover Park, Peninsula, Bethel, Steilacoom, Tacoma, and Bellarmine Prep.

**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.

#### **Performance Indicators:**

##### *Output Measures*

- Supported 7 school districts and one private school

##### *Outcome Measures*

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

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**Project:** Family Resource Centers

**Project ID:** ARPA-51

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

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

**Project Overview:** Funding provided for the Tacoma Pierce County Health Department (TPCHD) [Family Resource Centers](#) to assist communities with getting the help and resources they need to achieve family goals. Family Resource Centers offer services such as parenting classes and support, health and well-being programs, Apple Health, basic food support, free diapers and wipes, domestic violence referrals, financial support, behavioral health, immunizations, legal aid, social connections improvement, college and career education, Washington Connections, and Refugee support.

**Promoting Equitable Outcomes:** Family Resource Centers are located throughout Pierce County, many offered within qualified census tracts.

#### **Performance Indicators:**

##### *Output Measures*

- Total number of families supported
- Demographics of families supported
- Total number of programs offered

##### *Outcome Measures*

- Outcome measures to be determined, program support has not started as of 6/30/2022

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

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

**Funding Amount:** \$4,910,163

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

**Project Overview:** Funding supports multiple functions of TPCHD:

- Services for those individuals who are 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 program to support the opening of TPCHD after it was closed to the public for 15 months.
- Treatment services: Medications for Opioid Use Disorder (MOUD) program that administers FDA approved medications
- Wraparound services to purchase test kits for mobile testing clinics in Puyallup

**Promoting Equitable Outcomes:** All services support the public, including those marginalized and disproportionately impacted by the COVID-19 pandemic.

#### **Performance Indicators:**

##### *Output Measures*

##### *Isolation and Quarantine:*

- In 2021, 266 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:*

- Daily average of 137 customers

##### *Treatment Services:*

- LPN's poured carries for 904 patients between July 1 and December 31, 2021
- Demographics of patients receiving 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*

- Reduction in overcrowding of spaces by limiting capacity
- Increase in 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:** \$6,000,000

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

**Project Overview:** Pierce County has set aside an additional \$6,000,000 for use by the TPCHD, provided up to \$5,000,000 of this appropriation may be used for funding COVID-19 response costs not paid for by the Washington State Department of Health, FEMA, or other Federal Sources. Detailed use of funding has not yet been determined. Additional information will be provided upon determination of fund usage.

**Promoting Equitable Outcomes:** All services support the public, including those marginalized and disproportionately impacted by the COVID-19 pandemic.

**Performance Indicators:**

*Output Measures*

- Dependent on the use of funding

*Outcome Measures*

- Dependent on the use of funding



## WASHINGTON SERVICE CORPS

**Project:** Washington Service Corps  
**Project ID:** ARPA-30  
**Funding Amount:** \$576,750  
**Expenditure Category:** 2.10-Assistance to Unemployed or Underemployed Workers

**Project Overview:** The Parks and Recreation Service Corp work crew supports forest management, restoration activities, invasive weed control and outreach for Specialized Recreation. Program provides workforce training for young adults, helping them qualify for living wage jobs by providing experience as well as an educational stipend.

**Promoting Equitable Outcomes:** The Washington Service Corp (WSC) program is part of the County's DEI initiative to recruit, train, and empower persons of diverse backgrounds who lack experience, education, or opportunity to compete in entry-level County positions.

### Performance Indicators:

#### Output Measures

- 11 members enrolled in initial AmeriCorp job training work crew

#### Outcome Measures

- Number of workers completing sectoral job training programs (in progress)

## WORKFORCE DEVELOPMENT

**Project:** Workforce Development and Workforce Development Internship  
**Project ID:** ARPA-34, ARPA-54  
**Funding Amount:** \$911,505  
**Expenditure Category:** 2.10-Assistance to Unemployed or Underemployed Workers

**Project Overview:** Pierce County will contract with a core network of service providers from within our workforce development system to deliver work readiness services and paid work experiences. Activities will include 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 will offer placement periods of 3-5 months, designed to allow for complete workplace integration. Young adults will receive an additional stipend upon

completion of their placement as positive motivation.

For those unable to be placed into employment, Workforce Central will provide 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 the Impacts of COVID-19 or other challenges that impact their employability.

**Promoting Equitable Outcomes:** Through the American Rescue Plan funding, Pierce County will deliver an equitable and systemic approach to helping the young adult community in Pierce County navigate the impact of COVID-19 through access to work opportunity. Young adults will be connected to learning opportunities that improve career opportunities and support economic growth throughout the Pierce County region with a focus on geographic, economic, and racial equity. Additionally, data will be 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 will target minorities, women, families of veteran/military and other young adults who need career readiness skills and employment.

### Performance Indicators:

#### Output Measures

- 280 young adults enrolled
- 175 young adults placed
- Approximately 25k hours worked
- Approximately \$413k in total 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
- 88 employers participating in program
- 50 total internships
- 56.8% placement rate

#### Outcome Measures

- Young Adults will exit program with workforce skills that will enable them to obtain full time positions in the workforce
- 175 young adults placed
- 35 Internships completed

- 12 participants exiting to permanent employment
- 4 participants exiting to postsecondary education or other training
- 33 unable to complete program and were referred to other services and resources

**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 will bridge the gap between jobseekers and employers by providing critical skills training through an “earn and learn” model across high-demand occupation pathways. Workforce Central (WFC) will partner with industry vetted training entities to provide at least eight employer-driven, rapid training cohorts for high-demand occupations and skills. Trainings may include industry focuses such as health care technology, IT and communications, cybersecurity, logistics, and transportation.

**Promoting Equitable Outcomes:** WFC service providers will partner with training providers to recruit and enroll individuals facing barriers to employment in training and the supportive services necessary for successful completion of training. Participants will include those who are currently not employed and have the potential to fill in-demand jobs and those who are employed and are looking to upskill into higher wage jobs.

**Evidenced-based:** 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>1</sup>

<sup>1</sup> Desegregating work and learning through ‘earn-and-learn’ models ([Desegregating work and learning through ‘earn-and-learn’ models \(brookings.edu\)](https://www.brookings.edu/~/media/press-releases/2020/04/20200420-desegregating-work-and-learning-through-earn-and-learn-models))

## Performance Indicators:

### Output Measures

- Number of workers enrolled in sectoral job training programs
- Hours of individual training
- Number of priority industries supported
- Number of employers supported
- Number of rapid training cohorts

### Outcome Measures

- Number of workers completing sectoral job training programs
- WFC will partner with training entities to provide at least eight employer-driven, rapid training cohorts.
- 160 jobseekers trained and up to 32,000 hours of individual training provided
- Measurable skill gains attained
- At least three priority industries supported

## 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:** This program will serve COVID-impacted families struggling to access childcare. The need is exacerbated by lack of schooling options and disparities in family need. Child Care Resources (CCR) shall provide 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 helps 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 serves families who have no income due to things like status, disability, hardship, being new to the state, etc. All participants must have an

income below 80% of the Area Median Income or are experiencing homelessness.

**Performance Indicators:**

*Output Measures*

- 8 vouchers provided
- 8 families served
- 10 children served by childcare

*Outcome Measures*

- Reduction in number of families unable to access affordable childcare

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**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 are directing 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, are intended to serve as a model to be expanded by Greentrike and other school districts and providers in the county, which will have a special emphasis on children in marginalized and disadvantaged circumstances. Funding will directly support service delivery and go towards training for high school mentors, financial aid, and therapeutic recreation.

**Promoting Equitable Outcomes:** This program will allow for multiple partners to collaborate, leverage, and grow their agencies in alignment with the public sector. Jointly, partners will produce a collective impact that demonstrates 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 will provide relief as a fee waiver for parents who are unable to pay.

Approximately 15% of all TPS children have a disability that hinders their educational and social-emotional development. In partnership with TPS' Special Education Department, Metro Parks will integrate inclusive and adaptive-recreation clubs during "Beyond the Bell" and "Club Beyond" so all children have access to afterschool activities.

**Performance Indicators:**

*Output Measures*

- Number of schools supported
- Number of registrations
- Percentage of K-8<sup>th</sup> students
- Number of marginalized and disadvantaged students

*Outcome Measures*

- Accommodate 30,000 registrations
- Serve 50% of K-8<sup>th</sup> grade students
- Create approximately 700 new job opportunities (mostly part-time)

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**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:** \$20,050,000

**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 identified a shortage of 34,000 rental housing units countywide available to very low-income households.

In 2021 affordable housing allocations were provided to the Low-Income Housing Institute, Shiloh Baptist Church/Tacoma Housing Authority, Tacoma Pierce County Habitat for Humanity, McDonald Ladd, and the Metropolitan Development Council to rehabilitate and

preserve existing affordable housing and to build new affordable housing. Determination for 2022-23 projects is still in process.

**Promoting Equitable Outcomes:** Pierce County lacks the total number of affordable housing units to support those in need. Putting additional resources into affordable housing projects will increase the number of individuals able to afford housing.

**Performance Indicators:**

*Output Measures*

- Funding provided to six groups in 2021
- Six affordable housing projects supported in 2021
- 510 affordable housing units expected to be preserved or developed as part of 2021 NOFA

*Outcome Measures*

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

**Project:** Tahoma Community Land Trust

**Project ID:** ARPA-62

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

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

**Project Overview:** As Pierce County looks to recover from COVID-19, there is a crucial opportunity to rebuild more equitably than before and realize many new units of affordable housing. Tahoma Community Land Trust (CLT) serves as a repository for land to support existing organizations in addressing the longstanding affordable housing needs that have impacted Pierce County for decades efficiently, justly, and effectively as well as contracting for development to add large numbers of units to the affordable housing inventory quickly. Tahoma CLT helps stabilize homeownership through land stewardship and community engagement.

**Promoting Equitable Outcomes:** This stewardship furthers stability and equity in communities across Pierce County. Tahoma CLT's model of creating permanent affordability by leasing the land and ensuring ongoing affordability is a powerful tool to meet the needs of lower income families. Funds will support the production of housing, in partnership with non-

and for-profit developers, ensuring quality, project speed, and cost to the future homeowners to ensure long-term affordability.

**Performance Indicators:**

*Output Measures*

- Number of new homeowners
- Number of affordable housing units preserved or developed

*Outcome Measures*

- Increase in number of individuals obtaining affordable housing

## HOMELESSNESS SERVICES

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

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

**Funding Amount:** \$ 2,044,747

**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 several different programs best suited to support unhoused individuals throughout Pierce County. Programs support youth and young adult homelessness, domestic violence victims, enhanced outreach, camper relocation and site restoration, hygiene services, day centers, financial counseling, and inclement weather/temporary shelter programs. Projects must serve households who lack fixed, regular, and adequate nighttime residence.

The [Helping Young People Excel \(HYPE\)](#) center provides 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 provides 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 not only offer shelter opportunities for unhoused, but they also go beyond and provide education support,



assistance to help youth attain safety and stability goals to attain permanent housing solutions, specialized mental and behavioral health support while remaining culturally sensitive and competent to BIPOC and LGBTQ youth. Projects are 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 are not permitted to impose non-funder requirements to screen out clients.

**Evidenced-based:** One program uses the Positive Youth Development Model (PYD), focusing on building protective factors of safety, well-being, permanent connections, and self-sufficiency. PYD is an intentional, prosocial 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>2</sup>

#### **Performance Indicators:**

##### *Output Measures*

- Number of youths receiving shelter at Tacoma Youth Shelter
- Number of homeless individuals receiving inclement weather emergency shelter
- Number of homeless households receiving emergency shelter at the Hotel Pilot project
- Percent of beds occupied at Hotel Pilot Project
- Number of homeless households receiving emergency shelter at St. Vinnie's Emergency Motel
- 143 persons assisted with financial coaching
- 26 persons assisted with employment coaching
- Number of homeless households receiving emergency shelter from the Genesis project
- Number of days stayed at Genesis

- Number of clients provided with Victim Service Support
- Number of clients receiving Mental Health services
- Number of youth and young adult receiving day shelter at the HYPE Center
- Number of HYPE Center participants receiving referrals

##### *Outcome Measures*

- Hotel Pilot project must provide emergency shelter, with no less than 95% of beds occupied
- 30% of participants will successfully attain a housing solution
- 50% of households supported through Genesis should exit to other Permanent housing at the end of a given period
- 95% of households supported through Genesis should have a CE enrollment within five days of project enrollment
- Maximum stay on average should be no more than 45 days per households for Genesis participants
- No less than 30% of households supported through Genesis should maintain or increase their income from entry to exit date
- 80% of HYPE Center participants must be referred to at least one service of: basic needs, medical or behavioral health

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**Project:** Hotel/Motel Acquisition and Hotel/Motel Acquisition – Pierce County

**Project ID:** ARPA-18, ARPA-44

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

**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 will address homelessness by providing funding to acquire a non-congregate emergency shelter to house homeless individuals. This project will bring online approximately 80 units for homeless

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<sup>2</sup> Positive Youth Development

(<https://youth.gov/youth-topics/positive-youth-development>)



individuals, couples, and/or small families. The site has been operational since December 15<sup>th</sup>, 2021, and guests are referred through Urban League, Next Chapter, City of Tacoma Hot Team, Catholic Community Services, and other agencies.

Homeless persons receiving shelter are provided with support services during their stay. Goodwill and Valeo nonprofit staffing agencies are assisting with resume and interview skills, Clover Park Technical College provides training for forklift and flagger classes, and a career advisor visits once a week to assist with job applications. Once a month, group classes are provided covering basics for career choice and assisting clients with moving on to permanent housing.

As a second project, Pierce County will acquire (and if needed make property improvements) an existing hotel or motel for use as a non-congregate emergency shelter for homeless persons. The target area for the shelter is in the City of Fife. Pierce County will coordinate the project with the City of Fife and other Cities and Towns in east Pierce County that wish to contribute funding to the project, with an overall goal to identify a geographic location that will be easily accessible to the targeted population. Individuals utilizing the housing will be those meeting the federal definition of homelessness. The vision for the project's shelter staff will be to include them in Pierce County's dedication to Coordinated Entry/Diversion. This heavily implemented intervention has proven to streamline permanent housing options and prioritize resources to appropriate programs.

**Promoting Equitable Outcomes:** The Hotel/Motel acquisition supports the homeless community and assists in promoting a successful exit to permanent housing.

#### **Performance Indicators:**

##### *Output Measures*

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

#### *Outcome Measures*

- 18 exits to permanent housing
- Property shall be operated and maintained for 40 years with a minimum of 80 residential units.

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**Project:** Shelter Facility – Safe Parking

**Project ID:** ARPA-45

**Funding Amount:** \$450,000

**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, bathroom, 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. The goal of the Safe Parking Network Program is to connect households to permanent housing and get them out of their vehicles.

**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, our 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:**

##### *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

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**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. Onsite, each property includes homes for previously homeless households, laundry facilities, and access to essential needs. In addition, Homeless Diversion services are offered with hopes of residents obtaining and maintaining permanent, stable housing.

**Promoting Equitable Outcomes:** To assist with an equitable recovery, one Tiny Home Community has been placed within a neighborhood that traditionally occupies a strong Native American presence. Although opened for all qualified households, this location has been mostly accessed by its neighborhood, thus helping to simultaneously address homelessness and gaps of equity in our overall system.

**Performance Indicators:**

*Output Measures*

- 40 units for one year
- 80 to 100 individuals/families assisted

*Outcome Measures*

- Residents will obtain and maintain permanent stable housing

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**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.

**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. Shelter opens at 3:30pm each day to sign-up for a bed.

**Performance Indicators:**

*Output Measures*

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

*Outcome Measures*

- At least 70 additional beds provided for overnight shelter and other services in a dignified, safe setting

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**Project:** Comprehensive Plan to End Homelessness

**Project ID:** ARPA-61

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

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

**Project Overview:** According to the Pierce County Department of Human Services, 10,971 people passed through Coordinated Entry, emergency shelter, and transitional housing or enrolled in a rapid rehousing program in 2020.<sup>3</sup> In order to address homelessness in

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<sup>3</sup> Fact Sheet: Homelessness in Pierce County  
([www.piercecountywa.gov/5979/interactive-infographic](http://www.piercecountywa.gov/5979/interactive-infographic))

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.

**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 and 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>4</sup>

**Evidenced-based:** 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>5</sup>

#### *Output Measures*

- Number of individuals supported with Workforce Development services
- Number of individuals receiving technical support
- Number of individuals supported with case management
- Number of individuals completing coordinated entry academy
- Number of individuals served with new emergency shelter

- Number of individuals served with new shelter access hub

#### *Outcome Measures*

- Change in total number of unhoused individuals

## FORECLOSURE PREVENTION COUNSELING

**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 will expand 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 technology hardware and/or literacy, and those with limited English language proficiency.

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

<sup>4</sup> Comprehensive Plan to End Homelessness (<https://www.piercecountywa.gov/DocumentCenter/View/10997>)

<sup>7</sup> [Comprehensive Plan to End Homelessness with Appendices and Shelter Action Plan](#)

<sup>5</sup> Functional Zero (<https://community.solutions/built-for-zero/functional-zero/>)

**Performance Indicators:**

*Output Measures*

- Number of households receiving foreclosure prevention counseling and/or foreclosure mediation services

*Outcome Measures*

- Total Number of homeowner households that were prevented from losing their home to foreclosure and being at risk of homelessness

**Project:** ARPA – Community First 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 a microhome village modeled after the Austin, Texas “Community First! Village.” Planning is in the initial stages and funding was recently appropriated for the proposal and site analysis of the program. The funding provided under this contract will address homelessness by funding the initial proposal and site analysis for a Community First Village that will serve chronically homeless individuals in Pierce County. The final proposal is due to Pierce County Human Services by August 26, 2022. The proposal will include information on site acquisition, project location, architectural master plan, and other associated costs.

**Promoting Equitable Outcomes:** The Community First Village will expand the total number of units available to unhoused individual and is an integral part of the Comprehensive Plan to End Homelessness.

**Performance Indicators:**

*Output Measures*

- Total number of units
- Total number of individuals housed

*Outcome Measures*

- Upon completion should have a minimum of 150 units

**SMALL BUSINESS & NON-PROFIT SUPPORT**

**Project:** Rollback Relief Grant

**Project ID:** ARPA-27

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

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

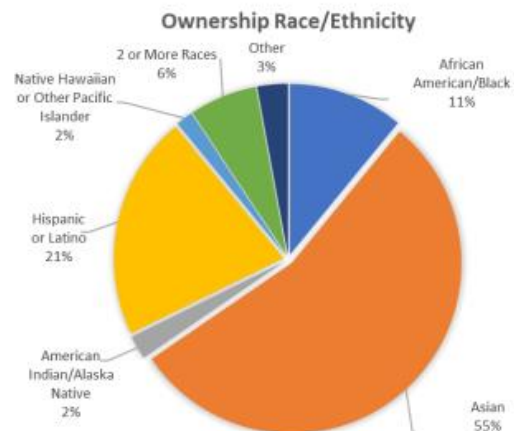
**Project Overview:** Program supports local small businesses and non-profits with a one-time, needs based grant to eligible businesses. Eligible establishments include restaurants, tap rooms, caterers and similar eating and drinking establishments with drive-through, in-store retail, arts, and culture establishments, fitness facilities, gyms, bowling centers, and farmers markets. Maximum grant allowance 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

**Project:** Innovation Grants, Professional Services for Small Businesses

**Project ID:** ARPA-40, ARPA-41

**Funding Amount:** \$8,000,000

**Expenditure Category:** 2.29-Loans or Grants to Mitigate Financial Hardship, 2.30-Technical Assistance, counseling, or Business Planning

**Project Overview:** Grants will be provided to small businesses in unincorporated Pierce County for professional services, bookkeeping, tax advice, graphic design, web design, marketing strategies, legal advice, and one-time capital expenditures. Grants will be up to \$20,000 based on a match from the businesses applying. Up to \$400,000 will be set aside for childcare businesses in unincorporated Pierce County. Program not started; additional output/outcome measures will be provided as program is contracted.

**Promoting Equitable Outcomes:** Grants will help sustain small businesses through economic instability.

**Performance Indicators:***Output Measures*

- Number of small businesses receiving grants
- Types of small businesses receiving grants

*Outcome Measures*

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

**Project:** ARPA – Entrepreneurship and Technical Assistance Grants

**Project ID:** ARPA-9

**Funding Amount:** \$5,731,215

**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 ([Ordinance 2021-71](#)). 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 resource, professionally coached and empowered to accelerate their businesses.

**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 is actively engaging and seeking partnerships 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. Pierce County will continue to work with these communities to ensure valuable feedback is included in the development and future of the program.

**107** Business Owners



**91%** Minority Owned

**70%** Women Owned

**21%** Veteran Owned

**Performance Indicators:***Output Measures*

- 8 cohorts of 25 business owners
- 107 business owners
- 91% minority owned businesses
- 70% women owned businesses
- 21% veteran owned businesses
- 46% Black business owners, 26% Asian, 9% White, 8% Hispanic, 8% two or more races, 2% other, and 1% American Indian
- 19% of businesses in a start-up stage, 11% in launch, and 70% in growth
- 68 graduates as of 3/18/2022



- 29 businesses have initiated monthly commercial lease reimbursements
- 269 professional services and coaching hours have been delivered

#### *Outcome Measures*

- 40 businesses have raised over \$1M in capital
- Increase in small business sales and clients
- Reduction in number of small business closures

**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 nonprofit organizations, will launch the Pierce County Community Navigator Program. This economic development community navigator model will reach, support, and sustain 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 nonprofits to small businesses in Pierce County, this program will strengthen the economic health of our region, fostering a more connected entrepreneurial ecosystem through direct services, trusted partnerships, and community learning. Nonprofit organizations will provide an array of services such as coaching, mentorship, in-language technical assistance, and business-related classes to entrepreneurs,

**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 will 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 will help build a stronger business eco-system 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
- Nine classes will be given by Pacific Lutheran University at no cost to the participants
- Total number of participants

##### *Outcome Measures*

- At the completion of the program, it is estimated that the organizations will help 3,500 BIPOC, women, rural, and veteran-owned businesses
- Estimated that the spoke organizations will reach out to a minimum of 500 businesses unique to the program, drawn from the spheres of influence
- By the end of the program, 80% of businesses assisted will be generally able to qualify for commercial lending programs
- 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

**Project:** Program Coordinators – Economic Stabilization

**Project ID:** ARPA-33

**Funding Amount:** \$108,760

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

**Project Overview:** The Program Coordinator Program is used to assist Pierce County businesses to gain access to the COVID-19 pandemic financial/professional services offered through ARPA funding. The coordinators connect with and assist businesses with technical questions, language translation and field 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 administered by the Economic Development Department.

**Promoting Equitable Outcomes:** The program 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

*Outcome Measures*

- Increase in number of small businesses accessing support, as identified in the [Pierce County Business Survey](#).

**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 and trusted 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 emerges from the pandemic, the need for coordination continues to grow. Key Peninsula Partnership supports more than 20 organizations that work to fill community gaps in transportation, health and wellness, and food insufficiency. Many of the residents have not been able to meet their basic needs for dental and health care, have had limited access to social services, and are now unemployed. Many, particularly women, lost their jobs and/or childcare, and will be losing the public assistance they have depended on to survive the past 18 months. Key Peninsula Partnership will continue efforts to provide connections to resources and services, build trust, serve as a provider of reliable information, and increase access to community based, non-governmental programs and government resources.

**Performance Indicators:**

*Output Measures*

- Approximately 21,000 people served
- Support 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 will be used to support the general operational needs along with other COVID-19 driven 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*

- Providing screenings and preventative services in 35 Pierce County Schools
- Number of children supported with dental care

*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 will assist 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 supports local school equestrian teams as well as youth with disabilities, providing an outlet and social connections for youth that have been disproportionately impacted by the COVID-19 pandemic.

*Output Measures*

- Number of programs supported
- Number of youths supported

*Outcome Measures*

- Increase in number of youths supported through programs

**Project:** Compassion Connect Puget Sound

**Project ID:** ARPA-78

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

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

**Promoting Equitable Outcomes:** The program will provide free mobile medical/dental services in Pierce County on an ongoing basis to the underserved and vulnerable population by bringing together professionals and community services.

*Output Measures*

- Number of clients served at each clinic
- Number of dental mobile units
- Number of medical stations

*Outcome Measures*

- Capacity to have 12 fully equipped dental mobile units
- Capacity to have 6 fully equipped medical stations

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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 will help supplement the renewal of the longstanding partnership between [Washington State University 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.

**Promoting Equitable Outcomes:** The WSU PC Extension serves a broad range of individuals throughout the community with programs that increase knowledge and improves success opportunities within the home and community. The 4-H program will support youth and engage volunteers, the Expanded Food and Nutritional Education (EFNEP) and Supplemental Nutrition Assistance Program Nutrition Education (SNAP-Ed) programs will assist in improving diet quality, and the Masters Gardeners program will promote community engagement and knowledge in gardening.

**Performance Indicators:**

*Output Measures*

- Number of youth volunteers
- Number of adult volunteers
- Number of volunteer hours
- Number of programs
- Number of Pierce County residents served by EFNEP program
- Number of Pierce County residents served by SNAP-Ed program

- Number of participants with increased diet quality
- Number of participants reporting increased fruit and vegetable intake
- Number of outreach events
- Number of plant clinics

*Outcome Measures*

- At least 90% of EFNEP participants will improve diet quality
- At least 40% of SNAP-Ed participants will report increased fruit and vegetable intake
- SNAP-Ed program will reach at least 4,500 participants annually

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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. Program will help support basic needs and distribution to hungry, low-income, and often homeless individuals and families throughout Pierce County. Funding will go towards purchase of a new vehicle for food deliveries and for HVAC filtration improvements to facility.

**Promoting Equitable Outcomes:** Programs support homeless and low-income families with necessities. The mobile food delivery program offers support to individuals who are unable to obtain food on their own.

*Output Measures*

- Number of families served
- Number of food deliveries

*Outcome Measures*

- Decrease in food insecurity



## COMMUNITY EVENTS

**Project:** Fairs and Community Events

**Project ID:** ARPA-14

**Funding Amount:** \$58,403

**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 farmer's 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 farmer's markets to ensure continued operation for both vendors and customers.

Additionally, support will be provided to the [Tacoma Farmers Market](#) to purchase the "Farmers Truck," a vehicle designed for mobile markets that will 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 will allow the Fresh Express to visit more communities each week and present 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 allows 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 will also have an improved shopping experience, and more communities can be visited. By providing a new wholesale outlet, Tacoma Farmers Market is helping 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 farmer's 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

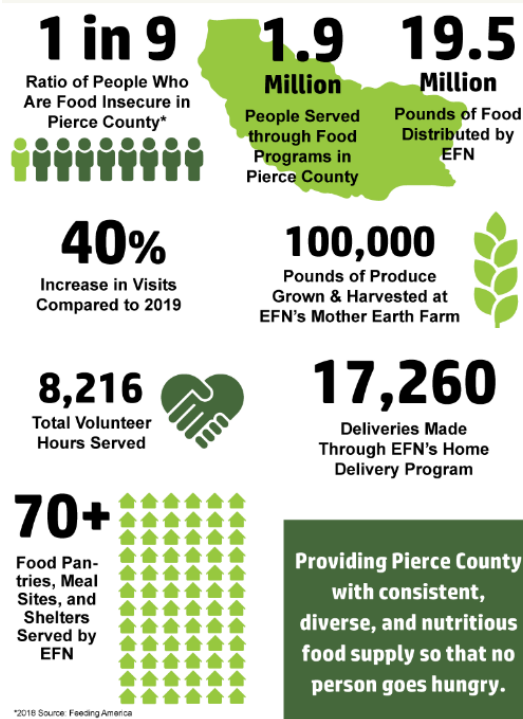
- Maintain accessibility at or above current SNAP vouchers dispensed
- Increase in ability for low-income communities to access healthy food



**Project:** Food Bank Support  
**Project ID:** ARPA-16  
**Funding Amount:** \$3,146,000  
**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 1.9 million visits and 19.5 million pounds of food distributed in 2020. EFN experienced a 40% increase in visits during 2020 compared to 2019.<sup>6</sup>

## Statistics



**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 24 staff members and 1,038 volunteers
- EFN collected 23,519 pounds of food and funds for more than 225,000 meals in 2020
- 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

## C O U R T   B A C K L O G

**Project:** Court Backlog, Court Services  
**Project ID:** ARPA-5, ARPA-6  
**Funding Amount:** \$ 5,383,308.18  
**Expenditure Category:** 2.37-Economic Impact Assistance: Other

**Project Overview:** The increase in court backlog has been caused largely by the suspension of jury trials throughout 2020, 2021, and early 2022. To offset the impacts experienced from unprecedented court backlog, funding was put forth for the Department of Assigned Counsel and Prosecuting Attorney 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.

<sup>6</sup> Emergency Food Network  
<https://efoodnet.org/about-us/stats/0>

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 “old” pending cases in addition to backlog cases. On the other hand, virtual hearings have increased client participation/appearances by allowing for flexibility, reducing client/attorney transportation costs, increased flexibility around work schedules and reducing client daycare management/costs.

**Promoting Equitable Outcomes:** 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.

## Performance Indicators:

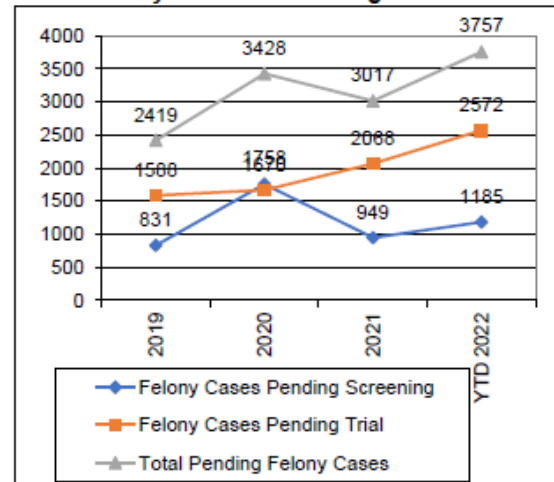
### Output Measures

- 6 additional Assigned Counsel FTEs
  - o 1081 backlog cases filed
  - o 98.7% of cases assigned
  - o 668 cases pending
  - o 413 cases resolved
  - o Assisted 180 jurors
- 14 additional Prosecuting Attorney FTEs
  - o 62% increase in pending felony cases since 2019
  - o 3,475 pending felony cases as of June 2022
  - o Workload per FTE is 30% higher than pre-COVID-19, and up 25% since the end of 2021

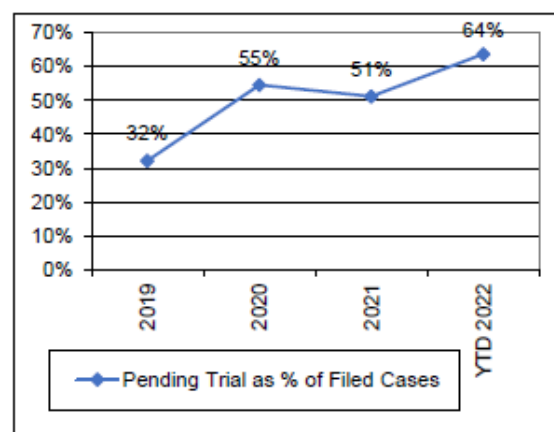
### Outcome Measures

- Reduction in court backlog cases

**Felony Workload Pending at Yearend**



**FELONY BACKLOG REDUCTION PROGRESS**



## LIVE STREAMING

**Project:** Live Streaming Project

**Project ID:** ARPA-21

**Funding Amount:** \$33,849

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

**Project Overview:** The COVID-19 pandemic created social distancing rules that severely impacted the capacity of each courtroom. To meet the requirements to open the Pierce County District Court, the current hardware system required an upgrade to allow the ability for live streaming capabilities. The updated capability allowed the public access to courtroom hearings via live stream.

**Promoting Equitable Outcomes:** Live streaming efforts allowed the ability for anyone to view hearings from their phones or

computers. Without this capability, many would not have been able to view hearings.

#### Performance Indicators:

##### Output Measures

- Installed JAVS Link Cabling in six courtrooms

##### Outcome Measures

- 100% of allowable court proceedings live streamed via the [Live Courtroom Feed](#)

## LAW ENFORCEMENT ACTIVITIES

**Project:** Animal Control

**Project ID:** ARPA-2

**Funding Amount:** \$45,487

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

**Project Overview:** The unprecedented court backlog caused by the pandemic created an influx in animal control related events. Funding assisted with housing and veterinary costs caused by court delays. Many of the animals were victims of animal abuse and were housed until trials were completed and animals were either returned to their owners or adopted by new owners.

**Promoting Equitable Outcomes:** Housing and veterinary costs for animals protected vulnerable pets. In many cases, animals were provided care and adopted out of neglect into stable homes.

#### Performance Indicators:

##### Output Measures

- Number of animals supported due to court backlog

##### Outcome Measures

- Number of animals returned to owners
- Number of animals placed for adoption

## YOUTH PROGRAMS

**Project:** Communities in Schools

**Project ID:** ARPA-69

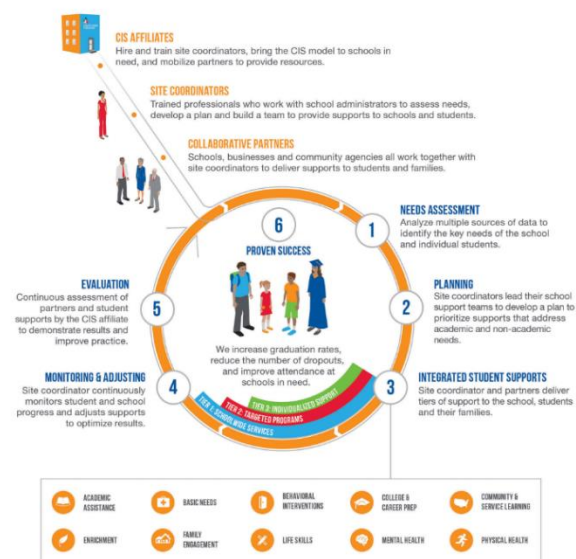
**Funding Amount:** \$108,000

<sup>7</sup> Communities in Schools – Our Data

(<https://www.communitiesinschools.org/our-data/>)

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

## OUR UNIQUE MODEL



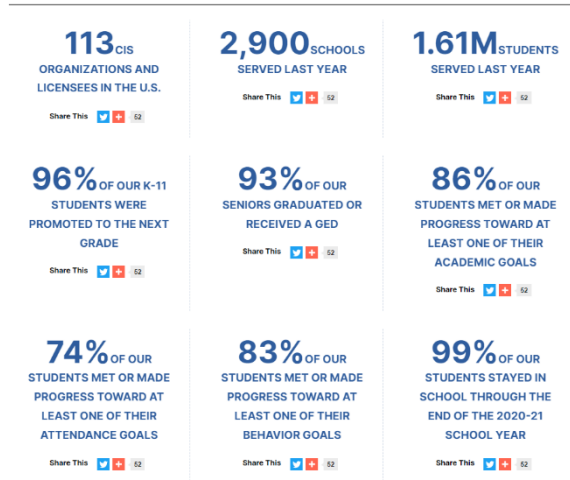
**Project Overview:** Communities in Schools (CIS) connects students to caring adults and community resources that assist them in confronting and overcoming barriers that stand between them and a brighter future. Funding will provide support to four CIS affiliates who are working collaboratively to serve 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 is 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:** Communities in Schools' evidence-based approach is adapted to meet each community's unique needs.<sup>7</sup> Success is measured by the results achieved for the young

people served. All programs are evaluated carefully and improved where necessary.

#### NATIONAL



#### Performance Indicators:

##### Output Measures – Lakewood

- 232 case-managed students
- Worked directly in four schools

##### Outcome Measures – Lakewood

- 99% stayed in school
- 75% improved attendance
- 87% improved behavior
- 86% improved coursework

##### Output Measures – Puyallup

- 386 case-managed students
- Worked directly in seven schools

##### Outcome Measures – Puyallup

- 84% improved attendance
- 99% improved behavior
- 69% improved coursework

##### Output Measures – Peninsula

- 424 case-managed students
- Worked directly in nine schools

##### Outcome Measures – Peninsula

- 92% improved attendance
- 75% improved behavior
- 88% improved coursework

##### Output Measures – Tacoma

- 250 case-managed students
- Worked directly in 36 schools

#### Outcome Measures – Tacoma

- 98% stayed in school
- 94% improved attendance
- 95% improved behavior
- 90% improved coursework

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#### 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 will upgrade the facility to provide more resources for youth to use at the center. The goal for the space is to make it accessible to all youth to be able to participate in learning activities and programs. Updated equipment will open 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 allows access to equipment such as computers and printers, which youth may not otherwise have access to at home. This equitably allows all students to have the same access to equipment that will allow them to progress successfully.

#### Output Measures

- Average number of students supported monthly

#### Outcome Measures

- Increase in youth access to technology and services

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#### Project: Youth Diversion Programs

**Project ID:** ARPA-31

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

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

**Project Overview:** Funding for 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. Programs will increase positive social engagement, learn strategies and tools to help them succeed, create relationships with caring mentors, and create 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 women, aged 12-18 who are court involved.

**Evidenced-based:** 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>8</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/Caregivers and young people connected to our court via surveys and focus groups. Funding will continue to support Positive Youth Development through the Pierce County Juvenile Court.

#### **Performance Indicators:**

##### *Output Measures*

- 132 youth referred to a Positive Youth Development Program
- 56% White, 36% Black, 6% Asian Pacific Islander, and 2% American Indian
- 31% female, 69% male
- 27% age 12-14, 64% age 15-17 and 9% were 18 or older
- 91% are either active, have attended, or have completed the programs

##### *Outcome Measures*

- Program will contribute to the reduction in juvenile recidivism
- 36 surveys received upon completion of program
- 100% of respondents either agreed or strongly agreed that they enjoyed the experience
- 92% of respondents either agreed or strongly agreed that they felt listened to, would recommend the program to their friends, and while attending the program they were able to make a positive connection with an adult
- 94% of respondents felt like learned new skills
- 97% of respondents either agreed or strongly agreed that they felt safe and felt like they learned from the program

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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

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<sup>8</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>)



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, explore, and complete.

Funding was also provided to Graduate Tacoma, which includes more than 350 community partners aligning together with Tacoma schools to impact student success. The program focuses on programs that support children's social-emotional, mental health, and academic needs, and investments will be made in quality summer programs across all communities of Pierce County. These programs are a key piece of recovery from the COVID-19 pandemic and will enhance in-school learning by supporting the holistic social-emotional learning (SEL) needs of children and youth as they re-acclimate 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 many.

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

**Evidenced-based:** 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>9</sup>

#### **Performance Indicators:**

##### *Output Measures*

2021 (2022 in progress)

- Kids Need to Play
  - 12.6K participants
  - 376 programs

- Six different agencies
- Graduate Tacoma
  - Programs/activities serve children/youth/young adults ages five to twenty-four
  - 28 providers 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
- Graduate Tacoma
  - Provide services to at least 1,984 children, increasing access to youth summer programs to increase socialization and learning

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**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 will be used to support prevention and diversion programs for court-connected youth. Results include 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, 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,

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<sup>9</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))

the social-emotional development and mental health of young people have been severely impacted. TBB provides 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:** 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).<sup>7</sup>

#### **Performance Indicators:**

##### *Output Measures*

- Number of participants
- Number of courses
- Number of instructional hours
- Demographics of participants

##### *Outcome Measures*

- Reduction in juvenile recidivism

### **FINANCIAL COACHING**

**Project:** Financial Coaching

**Project ID:** ARPA-36

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

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

**Project Overview:** Program will implement the Bethel Center for Strong Families program. Centers for Strong Families (CSFs) focus on improving the financial bottom line for low- to moderate-income families and helping 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. Coaching may be offered virtually or in-person. Funding will be used to serve Pierce County residents at the Bethel Center for Strong Families to provide employment coaching and financial coaching services.

**Promoting Equitable Outcomes:** CSF focuses on improving the financial bottom line for low- to moderate-income families.

#### **Performance Indicators:**

##### *Output Measures*

- Six clients received financial counseling
- 10 units of financial counseling service received

##### *Outcome Measures*

- In 2022, provide financial coaching to at least 53 individuals at the Center for Strong Families, thus improving and encouraging long-term financial accountability

### **FIRST FIVE FUNDAMENTALS**

**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
- 9365 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*

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

**T R A N S P O R T A T I O N****Project:** Transportation Services**Project ID:** ARPA-38**Funding Amount:** \$30,000**Expenditure Category:** 2.37 Economic Impact Assistance: Other

**Project Overview:** Harbor Hope Center (HHC) will provide pre-paid gas cards in response to the COVID-19 impact to individuals. HHC is a nonprofit organization focused on providing housing and support services to homeless students and families living in the Gig Harbor/Key Peninsula area. HHC operates two interim housing locations in Key Peninsula, the Care Home for Boys and Care Home for Girls. The Care Home for Boys provides transitional housing (five beds) for male students (ages 15 - 18) who are supervised 24 hours a day by qualified residential advisors. Food, clothing, and transportation resources are provided, and a full-time social worker speaks with each student on a weekly basis. The Care Home for Girls is a single-family home that provides transitional housing for female students under the same model, with the addition of females who have recently aged out of the state foster care system. \$50.00 prepaid gas cards will be distributed to clients financially affected by COVID-19 and experiencing housing and food instability.

**Promoting Equitable Outcomes:** For many individuals, the lack of transportation limits

potential and often results in unemployment or decreased school attendance. By offering gas cards to support transportation, individuals are given the opportunity to work, go to school, and attend appointments.

**Performance Indicators:***Output Measures*

- 178 gas cards distributed
- 98 unduplicated clients
- Age: 0-12: 4, 13-20 years old: 62, 21-30 years old: 59, 41-50 years old: 1, 61-70 years old: 1
- Race/ethnicity: 75 Caucasian, 68 Black, 1 Asian Pacific Islander

*Outcome Measures*

- Approximately 600 gas cards in \$50 denominations will be distributed to an estimated 350 participants to enable them to attend school, attend job interviews and provide support for other opportunities to assist in reaching housing and employment goals.

**R E B U I L D I N G  
T O G E T H E R****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 seeks to advance health equity by improving health and housing outcomes for neighbors in need in economically distressed communities. Funds will be used to provide free home repairs and modifications for 70 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.

**Promoting Equitable Outcomes:** Program offers individuals the opportunity to safely remain in their homes. Without these services, many would either live in unsafe housing conditions, or lose their homes.

**Performance Indicators:***Output Measures*

- Number of home repairs
- Number of individuals supported

*Outcome Measures*

- Provide free home repairs and modifications for at least 70 low-income homeowners/families to reduce the number of families that lose housing

**C H A N G I N G   R E I N   E A A T****Project:** Changing Rein EAAT**Project ID:** ARPA-73**Funding Amount:** \$16,000**Expenditure Category:** 2.37 Economic Impact Assistance: Other

**Project Overview:** Program will provide equine assisted learning (EAL). EAL is about understanding what healthy connection is, and how that connection is the foundation for health relationships. Funding will allow for necessary facility repairs that will enable Changing Rein to see more clients, especially teens at risk and others experiencing PTSD, anxiety, and trauma.

**Promoting Equitable Outcomes:** The program assists teens at risk with healing and learning healthy coping skills through experiential relationship work of EAL.

**Performance Indicators:***Output Measures*

- Number of clients participating

*Outcome Measures*

- Program is under review, outcome measures to be provided upon completion of review

**S H E R I F F   D E P A R T M E N T  
I N C E N T I V E S****Project:** Sheriff Department Incentive Program**Project ID:** ARPA-84**Funding Amount:** \$4,000,000**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. There are currently 54 vacancies with additional anticipated retirements and resignations in the upcoming year. 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. Employees on the payroll as of June 13, 2022, will receive a retention incentive of \$5,000. Employees who are active as of June 13, 2023, will receive a second \$5,000 retention incentive. Find more information on the [Pierce County Sheriff's job page](#).

**Promoting Equitable Outcomes:** The Pierce County Sheriff's department ensures all citizens have confidence they are safe and will be treated fairly within their community. Vacancies throughout the Sheriff's department increases burden on existing officers and reduces their ability to keep citizens safe.

**Performance Indicators:***Output Measures*

- 288 law enforcement officers will receive initial incentive

*Outcome Measures*

- Increase in public safety as shown by the number of residents reporting they feel safe in their community
- Reduction in total number of resignations
- Decrease in total vacancies

## B R O A D B A N D

**Project:** Broadband

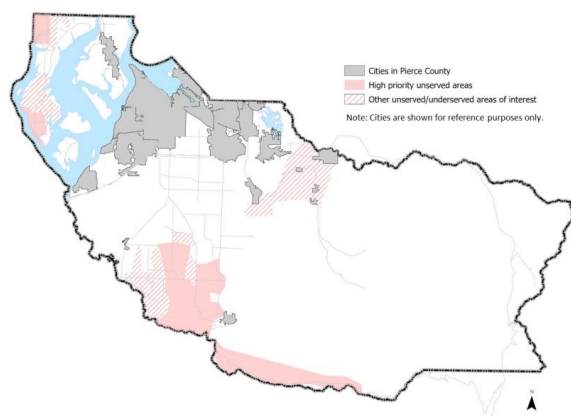
**Project ID:** ARPA-42

**Funding Amount:** \$15,000,000

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

**Project Overview:** Program will 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. In July 2019, Pierce County Council passed [R2019-74](#) declaring Broadband an essential infrastructure. In April 2022, the first ARPA Broadband partnership award was made.

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



The Nisqually Indian Tribe contract will construct a single mode fiber, Open Access Network. To date, Pierce County has contributed \$150,000 to the project.

**Promoting Equitable Outcomes:** Program is intended to address the digital divide by reaching unserved/underserved communities that otherwise would not have access to reliable Broadband services. Households without access to Broadband services are less successful in areas of maintaining employment, continuing education, and accessing medical care in a remote fashion.

**Performance Indicators:**

Projects have not started as of the 2022 Recovery Plan report. As projects commence, required programmatic data will be provided.

### *Output Measures – Nisqually*

- Total miles of fiber deployed: 27 miles
- Total number of funded locations served, by type:
  - Residential, total housing units: Estimated 1,300
  - Businesses: Estimated 25
  - Community anchor institutions: Estimated 5

### *Outcome Measures*

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

## S E W E R   A N D   W A T E R

**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. Final applications are due by July 29, 2022. Additional information may be found on the [Planning and Public Works ARPA Sewer and Water Utility Infrastructure Grant Program](#) page.



**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. Priority should be given to projects that increase low-income and moderate-income housing options in the County



Projects have not started as of the 2022 Recovery Plan report. As projects commence, required programmatic data will be provided.

*Output Measures –*

- Number of households receiving improved sewer and water infrastructure
- Number of businesses receiving improved sewer and water infrastructure
- Number of affordable housing units supported with new or improved sewer and water infrastructure

*Outcome Measures*

- Invest in critical utility infrastructure projects that improve total number of households that have access to clean drinking water
- Increase availability for affordable housing

## COVID - 19 RELATED ADMINISTRATIVE EXPENSES

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**Project:** Administrative Expenses and COVID-19 Operational Impacts

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

**Funding Amount:** \$582,900

**Expenditure Category:** 7.1 Administrative Expenses

**Project Overview:** Staffing to support administration, communication, and coordination of ARPA funds, including essential services, contracting, accounting, and reporting of COVID-19 relief funding, predominantly within the Human Services and Finance divisions.

**Performance Indicators:**

*Output Measures*

- Number of contracts administered
- Amount of relief funding administered
- Number of programs supported

*Outcome Measures*

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

**Project:** Program Coordinators - Council

**Project ID:** ARPA-26

**Funding Amount:** \$69,151

**Expenditure Category:** 7.1 Administrative Expenses

**Project Overview:** Staffing to support administration, communication, and coordination of ARPA funds within the Pierce County Council, including essential services, outreach to cities and towns, and reporting of COVID-19 relief funding to the Pierce County Council

**Performance Indicators:**

*Output Measures*

- Total number of reports delivered to Pierce County Council
- Total number of jurisdictions receiving support and guidance
- Total number of community groups receiving support and guidance

*Outcome Measures*

- Ensure 100% of eligible community groups receive allocated ARPA funding

## REVENUE REPLACEMENT

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**Project:** ARPA – Revenue Replacement

**Project ID:** ARPA-82

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

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

**Project Overview:** Pierce County has elected to take the standard Revenue Replacement deduction of \$10,000,000 to use towards general government services. Currently, Pierce County plans to use the Revenue Replacement funding on salaries and wages of Pierce County Sheriff officers.

### Performance Indicators:

#### *Output Measures*

- To be determined

#### *Outcome Measures*

- To be determined