



Meeting Agenda

Ad Hoc Committee on Housing Affordability

City Hall
601 4th Avenue E
Olympia, WA 98501

Information: 360.753.8244

Monday, May 1, 2017

5:30 PM

Council Chambers

1. CALL TO ORDER

2. ROLL CALL

3. APPROVAL OF AGENDA

4. APPROVAL OF MINUTES

- 4.A** [17-0491](#) Approval of April 21, 2017 Ad Hoc Committee on Housing Affordability Meeting Minutes

Attachments: [Minutes](#)

5. COMMITTEE BUSINESS

- 5.A** [17-0470](#) Consider Options for Educating the Public around Housing Affordability and Homelessness Issues

Attachments: [Downtown Strategy Recommendations](#)
[Spectrum of Public Participation](#)

- 5.B** [17-0479](#) Community Investment Partnership and Housing Action Team Regional Affordable Housing Funding Process

Attachments: [CIP Gaps Analysis](#)
[2017 Consolidated RFP Applications Summary](#)

6. REPORTS AND UPDATES

7. ADJOURNMENT

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City Hall
601 4th Avenue E.
Olympia, WA 98501
360-753-8244

Ad Hoc Committee on Housing Affordability
Approval of April 21, 2017 Ad Hoc Committee
on Housing Affordability Meeting Minutes

Agenda Date: 5/1/2017
Agenda Item Number: 4.A
File Number: 17-0491

Type: minutes **Version:** 1 **Status:** In Committee

Title

Approval of April 21, 2017 Ad Hoc Committee on Housing Affordability Meeting Minutes



Meeting Minutes - Draft

Ad Hoc Committee on Housing Affordability

City Hall
601 4th Avenue E
Olympia, WA 98501

Information: 360.753.8244

Wednesday, April 19, 2017

5:30 PM

Council Chambers

1. CALL TO ORDER

Chair Hankins called the meeting to order at 5:33 p.m.

2. ROLL CALL

Present: 3 - Chair Julie Hankins, Committee member Jim Cooper and Committee member Jeannine Roe

OTHERS PRESENT

City of Olympia:

Steve Hall, City Manager

Keith Stahley, Community Planning and Development Director

Leonard Bauer, Community Planning and Development Deputy Director

Anna Schlecht, Community Planning and Development Housing Program Manager

Amy Buckler, Community Planning and Development Senior Planner

Jeff Spring, Department of Commerce Consolidated Homeless Grant Manager

Derek Harris, Community Youth Services Deputy Director

Trish Gregory, Family Support Center Director

Phil Owen, SideWalk Executive Director

Meg Martin, Interfaith Works Shelter

Mike McCormick, Home Fund Effort

Chris Lowell, Housing Authority of Thurston County Executive Director

3. APPROVAL OF AGENDA

The agenda was approved.

4. APPROVAL OF MINUTES

- 4.A** [17-0432](#) Approval of April 3, 2017 Ad Hoc Committee on Housing Affordability Meeting Minutes

The minutes were approved.

5. COMMITTEE BUSINESS

- 5.A** [17-0407](#) Consideration of the Responses of Other Communities that Have

Engaged in Coordinated Efforts to Address Housing Affordability and Homelessness

Mr. Stahley gave a presentation on the efforts of Bellingham, Vancouver, Seattle and Everett to address housing affordability and homelessness.

In 2012 Bellingham voters approved a property tax levy of \$21 million over a 7-year period (2013-2019) to provide, produce and/or preserve affordable housing. Two-thirds of the funding must benefit households earning less than 50% of the Area Median Income (AMI). The goal for persons served over a 7-year period was 2,250. This goal has been more than doubled; Bellingham has served 4,777 individuals since 2013. Bellingham has also approved a Rental Registration and Safety Inspection Program in March of 2015. This program ensures that all rental housing units comply with specific life and fire safety standards; providing a safe place for tenants to live. All rental properties must be registered with the City and require an inspection every 3-years. Bellingham has a monitoring fund to meet the ongoing commitment to affordable housing, required by the levy program. At the end of the 2015 action plan year, the City of Bellingham has collected \$377,147 to be used for future administrative expenses directed towards monitoring.

Vancouver voters approved a property tax levy of \$6 million a year, in 2016. This will generate \$42 million in total to establish an Affordable Housing Fund for households earning less than 50% of the Area Median Income. This levy costs tax payers 36 cents per \$1,000 of assessed value of property, equaling \$90 per year or \$7.50 per month, for a home valued at \$250,000. According to Home Fund a City of Olympia levy would look most similar to this model. Vancouver's plan is to use 67% of these funds to build and preserve affordable homes, 25% to stabilize families facing homelessness, 5% to provide safe shelter for the most vulnerable and 3% for implementation costs. Vancouver has also enacted ordinances designed to provide protection to vulnerable renters. These ordinances are: 45-day Notice of Rent Increase, 60-day Notice to Vacate and Source Income Protection. Vancouver also waives impact fees for low-income housing and has various multi-family tax exemptions.

Since 1981, Seattle has voted five times to produce and preserve affordable housing. Each levy has succeeded its goals. This year, instead of proposing a property tax levy, Seattle will be combining efforts with King County to run a ballot measure to raise the regional sales tax by 0.1 percent. This would bring in more than \$800 million between 2018 and 2027, to help battle homelessness.

The City of Everett developed the Everett Community Streets Initiative Task Force to help better understand street-level social issues and identify potential short- and long-term actions for the community to address those issues. This task force includes community members, business owners and service providers. Everett also has embedded social workers in their police force and has response team, called CHART (Chronic-Utilizer Alternative Response Team), which is made up of criminal justice, emergency response and research partners that collaborate in an effort to reduce the

impact of chronic utilizers on those systems.

Discussion:

Mr. McCormick provided a proposed plan that could be enacted by an approved tax levy. He spoke with Ms. Lowell on the importance and immediate need of moving forward and meeting the deadline for putting a proposed levy on the ballot, due to increasing rents and lack of supply of affordable units. Mr. Stahley informed Councilmembers that staff plans to have a draft for a financial and administrative plan to them by the second meeting in May.

Councilmember Cooper inquired about the City of Olympia's time period for notices to vacate. Currently, the City requires a 20-day Notice to Vacate.

Councilmember Cooper stated interest in developing a monitoring fund.

Councilmember Roe requests more information and data for Olympia's situation, similar to the data Everett's Task Force developed for that community. Mr. Stahley pointed out that the City of Olympia is in the process of gathering similar data. She would also like a regional vision and approach to be addressed.

The discussion was completed.

5.B [17-0385](#) Review the Downtown Strategy Recommendations regarding
Homelessness and Affordable Housing

Ms. Buckler provided a review of the Downtown Strategy findings and recommendations regarding homelessness and affordable housing. An important take-away from the downtown strategy findings is that 41% of Olympia households make less than 80% of the median income.

The Downtown Strategy recommends the following actions for housing (H):

- H1. Develop a Comprehensive Housing Strategy to establish a mixed income residential community in downtown
- H2. Dedicate additional resources for an ongoing housing program to implement the Housing Strategy described in H1.

The Downtown Strategy recommends the following elements for a Housing Strategy:

- Consider downtown housing in a citywide and regional context
- Establish affordability goals
- Identify implementation measures and funding
- Create means to monitor progress and adapt to changing needs

The Downtown Strategy recommends the following actions for homelessness (HS):

- HS1. Convene a broad range of community stakeholders to form an action plan leading to a more coordinated response to homelessness/street dependency and the impacts of downtown
- HS2. Initiate a discussion with regional policymakers about future social service

siting, funding and support needs throughout the region

The Downtown Strategy recognizes the following opportunities that may help improve the homelessness situation, and assist the public process in including all solutions:

- Reinforce regional nature of homelessness in the urban hub
- Address triple bottom line
 - Human needs
 - Public resource needs
 - Neighborhood impacts
- Clarify downtown's role in providing social services within broader regional context
- Plain talk the regional approach

The Downtown Strategy identified 48 tools to help meet development objectives, the City and partners already use 27 of these tools. Some of these tools that would have a substantial benefit for low-income housing or homeless response, that are yet to be utilized, are:

- Inclusionary zoning
- Public development authority (RCW 35.21.730-31.35.755)
- Local housing levy
- Partner with non-profit
- HOME Investment Partnership Program (federal)
- Affordable housing reuse district
- Tax vacant land or donate it to non-profit developers

Discussion:

Councilmember Cooper inquired about how the question of siting affects the polarity of discussion around these topics. It was decided that siting is a topic that will be addressed in detail later in the process of the housing and homelessness discussion and action.

The discussion was completed.

5.C [17-0399](#) Overview of Thurston County Homeless Service Network's
Coordinated Entry System and the Vulnerability Index

Ms. Schlecht provided an overview of the Thurston County Homeless Service Network's coordinated entry system and the vulnerability index.

A coordinated entry system is a local process developed to ensure that all people experiencing a housing crisis have fair and equal access and are quickly identified, assessed, referred and connected to housing and assistance based on their strengths and needs.

The vulnerability index is a triage tool for identifying and prioritizing the street homeless population for housing according to the fragility of their health based on if they have/are/have had:

- More than three hospitalizations or emergency room visits in a year
- More than three emergency room visits in the previous three months
- Over 60 years of age
- Cirrhosis of the liver
- End-stage renal disease
- History of frostbite, immersion foot or hypothermia
- HIV+/AIDS
- Tri-morbidity (co-occurring psychiatric, substance abuse and chronic medical condition)

Mr. Spring gave an overview of Washington State's requirements for coordinated entry. The current state requirements are:

- In each county in the state where there is a consolidated homeless grant; each county must develop a small set of processes and policies
- At a minimum, a community must identify a coordinated entry lead agency or governed body
- Each community must identify coordinated entry access points and partners, and advertise them widely
- Use a standardized assessment tool at each of the coordinated entry access sites that matches households with the most appropriate service interventions and also prioritizes families and households with the highest needs, although you can access different populations on different metrics
- There must be a procedure to describe how referrals will be made
- There must be a policy that ensures the assessment is uniform
- There must be a protocol for rejecting referrals

New themes to coordinated entry requirements, from Housing and Urban Development (HUD), with an implementation date of January 2018, are:

- Incorporating a person centered approach
- Incorporating cultural and linguistic competence
- Incorporating mainstream services (food assistance, mental health services, etc.)
- Geographic cover
- Lowering of barriers to coordinated entry access
- Incorporation of street outreach
- Participant autonomy
- Assessor training

Mr. Harris spoke to the evolving process of coordinated entry. This process is evaluated often and altered as needed. The team of coordinated entry providers in Thurston County discovered that many of the concepts they have had in place are recommended by the Department of Social and Health Services (DSHS) and HUD. This team has been working at addressing the needs in the community as well as adapting to the change on a regular basis.

Ms. Gregory spoke to the benefits of splitting coordinated entry into different groups: youth and transition-age youth, families with children, and single adults. This allows the team to address the specific needs of a particular group, and collaborate with each other to make sure each group is getting their needs met in the best way possible.

Mr. Owen gave an overview on coordinated entry. The purpose of coordinated entry is to:

- Reduce or eliminate “runaround”, people know who to call and where to go
- Prioritize people in greatest need of services
- Maximize system impact by appropriately matching services with individual needs
- Ensure universal data collection on demographics, needs, etc.

Coordinated entry is not:

- A one-stop shop
- Final in design
- Able to meet all of the shelter, rehousing and services needs that exist (new resources are needed to meet the need)

Steps in the coordinated entry process are:

- Eligibility screening
- Homeless Management Information System (HMIS) data collection
- Diversion
- Vulnerability assessment
- Program matching and master list placement

Ms. Martin gave an overview of how the vulnerability index assessment works. Thurston County currently uses version 2.0 of the Vulnerability Index - Service Prioritization Decision Assistance Tool (VI-SPDAT). The vulnerability index is administered in a form of a survey that takes an average of seven minutes to complete. The questions help capture a homeless individual’s health and social status. It identifies the most vulnerable using a web-based data system that produces a report on the interview subjects that is summarized with a numeric “vulnerability” rating. The higher “score” a person has, the more vulnerable they are. There is not an automatic vulnerability index reevaluation process; however it is possible to fill out a change form and update an individual’s vulnerability rating.

Discussion:

Councilmember Roe asked Mr. Spring to describe in what areas the current system has been noncompliant. Mr. Spring responded that the noncompliance had to do with missing policies, procedures and processes.

Councilmember Roe inquired about where the data gained from coordinated entry went to, and how the Council could obtain this detailed information. Mr. Owen verified that the county program currently uses HMIS to collect and share this data; however

providers are not able to generate system reports in HMIS. Ms. Schlecht provided another option for gathering data, which is the Commerce Dashboard. A link to the dashboard can be provided to Council. Chair Hankins is interested in using this data to see what may have preceded issues of homelessness. Mr. Owen stated that the coordinated entry group would be able to provide some more information and data regarding prevention. Mr. Stahley agreed with Councilmember Roe and Chair Hankins; to move forward, measurable data will need to be obtained in order to provide clear objectives and performance measures.

Councilmember Roe asked what county is the model for coordinated entry. Mr. Spring replied that Kitsap County is similar to Thurston County in this regard and has been quite successful with coordinated entry since it became a requirement for grant recipients, in January of 2015.

Councilmember Roe inquired about the specific new resources needed in order to meet the need of all shelter, rehousing and services that exist. Mr. Owens responded that the HOME fund would help secure the resources: permanent support housing. These funds would not be used to assist coordinated entry, only housing. The Councilmembers are concerned that funding one and not the other would cause issues in the process as a whole. Mr. Owens explained that this request of funds would address the largest gap in the process at this time.

Councilmember Roe asked how people connect to coordinated entry after going to the day shelter. Ms. Martin responded that about three months ago Interfaith Works implemented a revamped intake process. The day shelter is now able to gather the minimum required questions for HMIS data collection, make a clear referral to get them into coordinated entry, and provide them with tools to get there (bus maps, etc.). Weekly meetings of the coordinated entry team allow them to address any issues that may arise with individuals that are having difficulties getting to coordinated entry.

The information was received.

6. REPORTS AND UPDATES

Mr. Stahley provided information for the next Ad-Hoc Committee on Housing Affordability meeting. The next meeting will be held on May 1, 2017. Some of the topics that will be discussed at the next meeting are:

- Developing a public outreach plan
- Survey instrument draft
- Thurston County's triage and mobile triage facilities
- City's efforts and needs around public safety and housing

Staff hopes to provide a draft for a financial and administrative plan that would support a declaration of emergency at the meeting taking place on May 17, 2017.

Councilmember Cooper inquired about changing the current notice to vacate and rent increase notice policies immediately. Mr. Stahley stated that it is possible to administer an emergency ordinance to change these timelines. In this instance, a

public hearing would be held after the emergency ordinances were put into effect. The City would have 6 months after administering an emergency ordinance to evaluate whether or not to make the ordinance permanent.

7. ADJOURNMENT

The meeting was adjourned at 8:01 p.m.



Ad Hoc Committee on Housing Affordability

Consider Options for Educating the Public around Housing Affordability and Homelessness Issues

Agenda Date: 5/1/2017
Agenda Item Number: 5.A
File Number: 17-0470

Type: discussion **Version:** 1 **Status:** In Committee

Title

Consider Options for Educating the Public around Housing Affordability and Homelessness Issues

Recommended Action

Committee Recommendation:

Not referred to a committee.

City Manager Recommendation:

Consider the options. Discussion only; no action requested

Report

Issue:

Whether to consider goals and objectives as the start of shaping a public participation plan to help develop public understanding of the status, need and potential approaches to address affordable housing and homelessness issues in Olympia.

Staff Contact:

Amy Buckler, Senior Planner, Community Planning & Development, 360.570.5847

Presenter(s):

Amy Buckler, Senior Planner, Community Planning & Development

Anna Schlecht, Housing Manager, Community Planning & Development, 360.753.8183

Background and Analysis:

The Ad Hoc Committee is concerned with housing affordability and homelessness in Olympia and the region. Over the past months, the Committee has examined steps other communities have taken; explored housing funding options, regional efforts, and ways to enhance coordination with regional partners; and was briefed on recommendations from Olympia's Downtown Strategy (DTS).

Next, the Committee will discuss its objective: to consider measures to inform, consult, educate and involve the community in discussions about the impacts and needs related to homelessness and housing affordability. The discussion will begin to frame a public participation plan around this issue.

DTS Recommendations

The DTS recommends the City convene a broad range of stakeholders to develop a homeless response plan leading to a more coordinated approach to homelessness and its impacts to Downtown. The DTS also recommends the City subsequently develop a housing strategy to establish a mixed income residential neighborhood in Downtown (**see attached**). The two actions are linked by the need to bring about housing options for the most vulnerable citizens in our community. The public participation plan should consider how these two efforts can be staged to inform each other.

Staff was asked to provide options for public engagement. Any public participation effort regarding homelessness and affordable housing will likely be most effective if begun with information to help the public understand the needs and impacts occurring in the community.

Vulnerable Renter Protection Ordinances

Staff was asked to provide options for public engagement around potential vulnerable renter protection ordinances, such as those recently passed by the City of Vancouver. The ordinances increased the number of days required for a landlord to notice tenants of eviction or rent increase. At the time of this report, staff was still researching options and can provide these at the meeting.

The Public Participation Plan

The committee will begin to frame a public participation plan to engage the community about impacts and needs related to homelessness and housing affordability.

A good public participation plan includes the following elements:

- Purpose of public engagement
- Goals/objectives for the process and outcome
- Main messages
- Target audiences/participants
- Level of public participation
- Methods
- Roles and tasks

We will start by discussing the purpose, goals and objectives. We may start to discuss main messages, target audience and level of public participation. Those elements will provide the basis for a subsequent discussion about methods, roles and tasks.

This will be a discussion to begin developing the public participation plan. The following questions will frame the discussion

- What is the overall purpose for this public engagement?
- What are your goals and objectives for the public participation process?
- What outcomes should this process achieve? At this point do you know of any specific decisions that this process should inform?
- What messages and data are important to educate the community about impacts and needs related to homelessness and housing affordability?
- Who are the target audience/participants?
- How might a housing strategy build upon a homelessness response plan?

Spectrum of Public Participation

The **attached** Spectrum of Public Participation describes 5 levels of participation, from Inform to Empower. An overall public participation effort may use different levels of participation. For example, some aspects of the homeless response planning process may be informative (e.g., helping the community understand the structure, goals and tasks of the Thurston County's 5 year Plan to Reduce Homelessness.) For other aspects, a higher level of participation may be appropriate (e.g., gathering public input that will be used to help make a decision.) The public participation plan should consider what types of decisions the process might result in, and what information might be needed from the public to help make those decisions.

As staff previously reported to the Ad Hoc Committee, to effectively address the issue of homelessness in Downtown while being inclusive of a wide range of stakeholders, three elements of the issue must be addressed: 1) human needs, 2) public resource needs, and 3) neighborhood impacts. Also, the City's public participation effort should complement, rather than attempt to duplicate, other regional efforts. Thus, it may be useful to think about what types of decisions related to each of these three elements are within the City's decision-making authority, thus might involve a higher level of public participation. Alternatively, which aspects of each element are outside the City's decision making authority, thus might involve a different kind of participation.

Neighborhood/Community Interests (if known):

Top priorities for the community identified in the Downtown Strategy include providing a range of housing options for people with a range of incomes and addressing homelessness in Downtown.

Options:

1. Consider options for educating the public around housing affordability and homelessness issues.
2. Do not consider options for educating the public around housing affordability and homelessness issues.

Financial Impact:

Developing the public participation plan is included in the base budget. Implementation may require additional funds.

Attachments:

DTS Recommendations
Spectrum of Public Participation

RECOMMENDED ACTIONS

HS.1 Convene a broad range of community stakeholders, including social service providers, business owners, Downtown residents, Downtown business patrons, agency/ City/County representatives, and other relevant sub-groups, to develop an action plan leading to a more coordinated response to homelessness and street dependency and the impacts to Downtown.

Timeframe

2017 - 2018

Lead

Community Planning and Development

Partners and Participants

To be determined

Description and Intent

A Downtown Olympia homeless response plan would integrate humanitarian, business and public realm needs and outline strategies and actions to mitigate localized impacts. The City should take initiative to facilitate this effort because it is the most affected jurisdiction and has access to and a need to respond to various stakeholders. The City also has the institutional knowledge and historic experience to offer useful guidance. The plan should be developed in the context of regional efforts and in collaboration with a broad array of regional stakeholders.

The effort should lead to specific actions and address:

- Homeless services and facilities that are needed in Downtown (within a regional context)
- Maximizing resources & identifying additional resources that may be necessary
- Mitigating both real and perceived safety, security and civility concerns
- Fostering support for the economic health and educational aspects of social service actions
- Promoting public understanding of homelessness & street dependency
- Use of evidence-based and data-formed best practices

Key Relationships to Other Actions

H.1 Develop a Comprehensive Housing Strategy to establish a mixed income residential community in Downtown.

R.1 Actions in the Retail Strategy that provide a clean and safe Downtown environment.

Implementation Steps

To be determined. At the time of this report the City was midstream an effort to determine appropriate steps forward. The City will be guided by the recently formed Council Ad Hoc Committee on Housing Affordability, and working off preliminary analysis conducted by ACR Consultants and the regional strategic planning effort to develop a 10 year plan.

For all recommended actions, the scope, timeline, and partners/ participants are preliminary and will be refined as the City approaches implementation. Many of the actions will include briefings for and sometimes guidance from City advisory boards and neighborhood organizations.

HS.2 Initiate a discussion with regional policymakers about future social service siting, funding and support needs throughout the region.

Description and Intent

While there are efforts underway to enhance the coordination of regional services for people experiencing homelessness or at risk, there is also a need to explore a more regionalized system with a well-planned network of service hubs across the region. Social services play an essential role in Downtown; however, Downtown should not be assumed as the only or always best place in the region to site services as there are people in need in other areas of the county.

The region's success in responding to homelessness and street dependency has been hampered by limited resources. Providing safe and appropriate housing for the most vulnerable is ultimately the best solution, and quite challenging. At the core of regional efforts is a focus on rapid re-housing and permanent supportive housing programs. The latter could be especially helpful for Downtown since the most impactful behaviors are often carried out by those who would benefit most from supportive housing services.

In the future, regional partners may consider additional funding for these facilities. In doing so partners should be mindful to proactively address concerns about impacts to Downtown. Potential controversy could be moderated by demonstrating a holistic approach that considers both needs and impact mitigation, and clarifies the role Downtown will play in a regional siting methodology. This methodology should maintain support for developing service hubs on main arterials and working with transit partners as means to improving access to the full spectrum of social services and amenities across the region.

Key Relationships to Other Actions

- H.1** Develop a comprehensive housing strategy to support mixed income residential development.

Timeframe

Could be part of HS.1

Lead

City Council

Partners and Participants

To be determined

Downtown Olympia, looking east on 4th Avenue – the heart of the urban hub.



RECOMMENDED ACTIONS

H.1 Develop a Comprehensive Housing Strategy to establish a mixed income residential community in Downtown.

Timeframe

2018 - 2019

Lead

Community Planning and Development

Partners and Participants

- Council
- Planning Commission
- Olympia community and public
- Other jurisdictions in the County
- TRPC
- Social Services
- Non-profits
- Private sector housing developers

Description and Intent

Setting the stage for Downtown to be a mixed income neighborhood is an important community goal. While the City has previously taken several steps to encourage Downtown housing, a more comprehensive housing strategy will help the City stimulate a diversity of housing options in Downtown as the area continues to grow. Rather than putting regulations and incentives in place and then waiting for the market to respond (as in the past,) the recommendation is for a more proactive approach working toward stated housing goals. This is not a one-off step, rather a strategy to be carried out by an ongoing program described in HS.2.

The strategy should:

- **Consider City-wide and Regional Housing Conditions:** Consider Downtown housing in the context of city-wide and regional housing goals;
- **Establish Affordability Goals:** Identify affordability needs and goals through further community conversations and analysis (this effort should include a robust public conversation leading to specific City Council directives regarding the number and types of housing needed to help achieve affordability levels as well as measures to strengthen local neighborhoods.) These goals must be specific enough so that it is possible to determine (through the monitoring program) whether or not sufficient housing is being provided for all income levels, while also being mindful that the City can influence the market but not control it.
- **Create a Means to Monitor Progress and Adapt to Changing Needs:** Establish a monitoring program to periodically assess housing affordability, production levels, inventories, and other conditions relative to City goals. This is necessary to ensure that affordability goals can be met in the future as market, economic conditions, and population demographics change.
- **Identify a Variety of Implementation Measures and Development Incentives to Achieve Housing Goals:** Identify best practice incentives and other tools that the City can use to stimulate housing for households of various affordability levels. While there is some overlap, generally the tools available to the City to encourage market rate housing are different from the tools used to encourage subsidized housing. Likewise, an entirely different set of

approaches may be used to work in partnership with social service and non-profit sectors to support the continuum of care that helps people experiencing homelessness transition into housing. (See the Development Incentives chapter for additional information.)

- **Identify Fund Sources:** Identify the resources necessary to effectively support the above-listed efforts, including both public policy and longer-term funding commitments. Also identify the resources necessary to achieve housing options for the full spectrum of household income levels (both expenses and revenues).

For all recommended actions, the scope, timeline, and partners/ participants are preliminary and will be refined as the City approaches implementation. Many of the actions will include briefings for and sometimes guidance from City advisory boards and neighborhood organizations.

Key Relationships to Other Actions

All of the other Housing Actions are important to set the stage for a comprehensive housing strategy. Additional actions that help set the stage for this effort include:

- H.2** Allocating additional resources to implement the plan will likely be necessary.
- LU.6** Promote incentives and other tools that encourage private investment is a necessary action in order to encourage new housing development.
- LU.3** Update zoning & development standards; includes recommendations for revising the UR zone in Southeast Downtown which will help to stabilize that neighborhood and increase residential development opportunities.
- LU.1** Form a Sea Level Response (SLR) Plan will reduce the uncertainty related to this issue.
- LU.7** Apply for an EPA Brownfield Assessment Grant and other federal, state funds to assist with assessment or clean-up of site contamination will assist property owners in addressing potentially costly site conditions.
- HS.1** Convene a broad range of stakeholders to form a more coordinated response to homelessness will lead to broader understanding and agreement about transitional housing needs in the region.

Transportation Element: Upgrading streetscape quality will make downtown residences more desirable and encourage market rate housing development.

2017 Missing Middle Code Updates: which will review options for increasing density and supporting infill housing in existing neighborhoods city-wide, including southeast Downtown neighborhood.

Implementation Steps

- 1. Scope and Budget:** City Council scopes the housing strategy and approves a budget (2017).
- 2. Public Process to Form the Strategy:** The City initiates a discussion of affordable housing goals and objectives (2018).
- 3. Implement Strategy:** Once the City Council adopts the specific objectives, program elements and budget, a CPD led team carries out the program further described in HS.2 (2019 and beyond).

H.2 Dedicate additional resources for an ongoing housing program to implement the Housing Strategy described in H.1.

Timeframe

2019 and beyond - Following formation of the Housing Strategy described in H.1

Lead

Community Planning and Development

Partners and Participants

NA

Description and Intent

As stated above, the City does not directly produce housing nor can it control the housing market, but it can influence the production of housing through a variety of policies and programs. The aim is to put the right tools and partnerships in place at the right time to help housing providers achieve construction of needed housing types. The comprehensive housing strategy described in HS.1 will determine specific affordability goals, along with best practice tools and a means for monitoring progress. To effectively implement the housing strategy, dedicated resources for an ongoing program is recommended.

The program would carry out the following tasks:

- **Promotion:** Keep private sector and public housing providers informed of Downtown goals and objectives useful to consider when conceiving, planning, and constructing housing, as well available incentives or other tools. Provide information regarding housing development opportunities Downtown.
- **Proactive Support:**
 - Coordinate with affordable housing production partners, including the private sector, County housing program, and non-profits; as well as with temporary and transitional housing service providers.
 - Assist development applicants in the review and public engagement process.
 - Alert public housing providers to the need to protect existing affordable housing resources and encouraging them to purchase appropriate properties that are currently providing affordable housing.

- **Coordinate with regional partners.** Participate in regional housing efforts. Consider Downtown housing in the context of city-wide and regional housing goals.
- **Identify funding opportunities:** Identify sources of funds and pursue funding opportunities in collaboration with housing partners.
- **Assessment and Monitoring:** Assess current housing inventory and monitor progress relative to City goals. Use housing development tools and market conditions, make recommendations for how the City can adjust its approach to meet goals.

The amount of staff time allocated to these tasks could be increased incrementally and varied according to need. While this strategy is focused on Downtown, it would make sense for the housing program to focus city-wide, and in coordination with regional partners and objectives.

Key Relationships to Other Actions

H.1 Develop a comprehensive housing strategy.

H.3-H.5 These actions described could also be included as part of the housing program.

Implementation Steps

1. **Budget:** City Council approves a budget for a housing strategy (2017).
2. **Set Goals:** The City initiates a discussion of affordable housing goals and objectives (2018).
3. **Implement Strategy:** Once the City Council adopts the specific objectives, a CPD led team initiates the preparation of a housing strategy to meet the stated objectives (2019 and beyond).



Spectrum of Public Participation

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Consult

Promise to the Public:

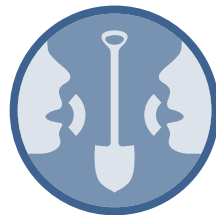
*We will keep you informed,
listen to and acknowledge
concerns, aspirations, and
provide feedback on how
public input influenced the
decision.*



Involve

Promise to the Public:

*We will work with you to
ensure that your concerns
and aspirations are directly
reflected in the alternatives
developed and provide
feedback on how public
input influenced the
decision.*



Collaborate

Promise to the Public:

*We will look to you for
advice and innovation in
formulating solutions and
incorporate your advice and
recommendations into the
decisions to the maximum
extent possible.*



Empower

Promise to the Public:

*We will implement what you
decide.*



Ad Hoc Committee on Housing Affordability

Community Investment Partnership and Housing Action Team Regional Affordable Housing Funding Process

Agenda Date: 5/1/2017
Agenda Item Number: 5.B
File Number: 17-0479

Type: discussion **Version:** 1 **Status:** In Committee

Title

Community Investment Partnership and Housing Action Team Regional Affordable Housing Funding Process

Recommended Action

Committee Recommendation:

Not referred to a committee.

City Manager Recommendation:

Receive the information. Discussion only. No action requested.

Report

Issue:

Whether to discuss what information the Community Investment Partnership is using in developing funding options for affordable housing, what the needs are and what gaps are envisioned by the CIP.

Staff Contact:

Keith Stahley, Director Community Planning and Development Department 360.753.8227

Presenter(s):

Keith Stahley, Director Community Planning and Development Department

Bud Blake, Thurston County Commissioner

Faith Trimble, Chair Community Investment Partnership Member Representing the United Way of Thurston County

Background and Analysis:

The Community Investment Partnership was formed in February of 2014 and is in its third year of administering the County's Request for Proposals (RFP) process. The county's 2017 Consolidated RFP Application included \$5,203,400 in annual funding for a wide range of housing and social service needs. A summary of the funds and amount requested is included as an attachment.

The Thurston County Regional Health and Human Services Council and the United Way of Thurston County merged to create the Community Investment Partnership (CIP). The CIP members agree to

work together and join resources to address common needs in meeting basic health and human service needs in the Thurston County Region.

MAJOR PRINCIPLES IN THIS PARTNERSHIP INCLUDE:

- Pooling and coordinating health and human services resources can be more effective in meeting basic needs; and
- There is a benefit to developing common approaches, common strategies and common performance measures; and
- Effectiveness increases with use of Research Based and Promising Practices.
- Combined resources will be released in a single Request for Proposals asking the community to respond with programming that reaches the Thurston Thrives goals.

The CIP has been working to understand both the capacity of local housing providers and the need for different types of housing including supportive housing, transitional housing and emergency shelter. A draft information sheet summarizing the CIP's estimated housing gaps is included as an attachment.

It will be valuable for the Ad Hoc Committee on Housing Affordability to understand this process and how the Home Fund may potentially mesh with and enhance this process.

Neighborhood/Community Interests:

Homelessness and affordable housing is an issue that has community-wide implications.

Options:

Receive a status report on the CIP's gaps analysis.

Financial Impact:

None

Attachments:

CIP Gaps Analysis

2017 Consolidated RFP Application Summary

Desired State (North Star)

- Housing stability for everyone. No one who is economically challenged is paying more than 30% of their income on housing and housing related expenses.
- The Housing Action Team is developing interim measurable goals that they will be working towards over the next 10-15 years that will get us closer to this condition.

Current State

Source: Thurston County Department of Public Health. Are there other sources that show these numbers are critically overestimated or underestimated?

- About 35,000 households are housing burdened (spending more than 30% on housing expenses, including rent, mortgage, utilities and transportation)
- About 9,500 renter households are on the edge of homelessness – they are at or below median family income and cost burdened (excludes about 5,600 home owners in the same income range)
- About 3,000 people cycle in and out of homelessness every year
- About 500-700 people are homeless at any point in time, depending upon how you define it

Gaps

Housing Gaps for At-Risk Households

Type	Unit Gaps	Resource Gaps
Short-term rental assistance	4,050 vouchers and units	\$24.3 million annually or \$1.4 billion for new construction

Housing Gaps for Homeless

Type	Unit Gaps	Resource Gaps
Rapid Rehousing	421 households	\$1 million annually
Permanent Supportive Housing	200 beds	\$2.4 million annually or \$48 million for new construction
Transitional Housing	175 beds	\$1 million annually or \$42 million for new construction
Emergency Shelters	200 beds	\$1.6 million annually

Total Resource Gap

Total Funding Need	\$6 million - \$1 billion+ (variation dependent on new construction or using current housing stock)
Available Federal and State Funding	\$3 million
Funding Gap	\$3 million-\$1billion+

1.

2017 Consolidated RFP Application Summary

Program	Amount Available[^]	Applications	Total Amount Request
CDBG	\$867,000	11	\$1,765,933.75
Veterans	\$57,000	2	\$59,640
Housing – Capital	\$630,500	4	\$1,367,500*
HOME - CHDO	\$188,600	2	425,000
Housing - Services	600,000	14	\$2,215,700
Housing – Rapid Rehousing	\$651,500	6	\$870,186
Housing – HEN	\$1,478,800	1	\$1,478,800
Housing – Coordinated Entry	\$100,000	1	\$100,000
CIP – Basic Needs	\$630,000	15	\$637,720
CIP – Education and Youth (Collective Impact)		6	\$557,150
CIP – Education and Youth (Single Agency)		16	\$594,408
Total	\$5,203,400	78	\$10,072,037.75

[^] Available funds are an estimate, as budgets for many funding sources have not been finalized.

* The capital fund applications includes a proposal for years 2-5 of the Housing Pipeline at a funding level of \$630,500. Furthermore, this total does not include a capital funding request of \$20,321.25 for the Yelm Senior Center, as the project is deemed not eligible for affordable housing capital funding.