

Amended 2022 Action Plan

Executive Summary

AP-05 Executive Summary - 91.200(c), 91.220(b)

1. Introduction

The King County Consortium Annual Action Plan (Action Plan) guides the investment of federal housing and community development funds for the program year beginning January 1 and ending December 31. The Action Plan is a requirement of the U.S. Department of Housing and Urban Development (HUD), through which the King County Consortium (Consortium) receives an annual entitlement, or formula grant, from each of these funds: Community Development Block Grant (CDBG), the HOME Investment Partnerships Program (HOME), and the Emergency Solutions Grant (ESG). King County and the Consortium received the following grant amounts for the 2022 program year period:

CDBG \$5,569,198

HOME \$4,170,429

ESG \$285,768

If the grant amounts are higher or lower than estimated, King County staff will adjust the funding planned for projects in this Action Plan.

These funds will be used to address housing, homelessness and community and economic development needs throughout King County in 2022.

The Consortium is guided by an interjurisdictional Joint Recommendations Committee (JRC). The JRC is created through the interlocal cooperation agreements that form the CDBG Consortium, the King County HOME Consortium, and the King County Regional Affordable Housing Program (RAHP) Consortium. The JRC recommends the allocation of CDBG, ESG, and HOME funds to specific projects, and advises on guidelines and procedures for King County and the Consortium partners. The JRC consists of eight city representatives and three County representatives.

The Consortium is an interjurisdictional partnership of King County and the cities and towns of Algona, Black Diamond, Beaux Arts, Bothell, Burien, Carnation, Clyde Hill, Covington, Des Moines, Duvall, Enumclaw, Hunts Point, Issaquah, Kenmore, Kirkland, Lake Forest Park, Maple Valley, Medina, Mercer Island, Newcastle, Normandy Park, North Bend, Pacific, Redmond, Renton, Sammamish, SeaTac, Shoreline, Skykomish, Snoqualmie, Tukwila, Woodinville, and Yarrow Point and Unincorporated King County. The Consortium does not include the City of Seattle. The cities of Auburn, Bellevue, Kent, and Federal Way participate in the Consortium for the use of HOME funds for affordable housing. These four

cities receive their own CDBG entitlement and prepare separate Action Plans to guide the investment of those funds.

This Action Plan incorporates the findings and goals of the 2019 Analysis of Impediments to Fair Housing Choice (AI). The AI finds that systemic segregation, disproportionate housing needs and individual-level discrimination are present and ongoing in King County. Disproportionately greater need exists in the South King County area.

Information related to MA-60 Broadband and MA-65 Hazard Mitigation are included in IDIS attachments.

2. Summarize the objectives and outcomes identified in the Plan

This could be a restatement of items or a table listed elsewhere in the plan or a reference to another location. It may also contain any essential items from the housing and homeless needs assessment, the housing market analysis or the strategic plan.

HUD-funded housing and community development programs have a broad national goal: to “develop viable urban communities, by providing decent affordable housing and a suitable living environment, and by expanding economic opportunities, principally for low-and moderate-income persons” (the Housing and Community Development Act of 1974, as amended).

Within that broad national goal, Consortium jurisdictions work together as partners to identify and address the needs of low- and moderate-income people, communities, and neighborhoods.

The Consortium has set the following goals in its 2020-2024 Consolidated Plan:

Affordable Housing - Preserve and expand the supply of affordable housing. This will be accomplished through: 1) competitive funding for new affordable rental and homeownership projects; 2) preservation of existing rental units that provide housing for income-eligible households; 3) housing repair for income eligible homeowners; and 4) innovative housing models. The Consortium will engage in other housing activities, collaborations and partnerships to enhance opportunities for equitable development and the creation/preservation of affordable housing. During the course of the Consolidated Plan, funding may be prioritized for targeted areas in South King County as identified through the Communities of Opportunity Initiative or other collaborative processes. Efforts to increase affordable housing should not harm other community assets such as small businesses and cultural assets. If impacts are anticipated, extensive community engagement and mitigation actions should be incorporated. The Consortium will plan for and support fair housing strategies and initiatives designed to further fair housing choice and increase access to housing and housing programs. Progress toward fair housing goals will be reported annually. The interjurisdictional Affordable Housing Committee continues to implement regional planning to address the affordable housing crisis in King County.

End Homelessness - Make homelessness rare, brief, and one-time and eliminate racial disparities. King County will work to develop a cohesive and coordinated homeless system grounded in the principle of Housing First and shared outcomes. Investments in projects will ensure that homeless households from all sub-populations (families, youth/young adults, and adults without children) are treated with dignity and respect. Main goals include returning all homeless households to permanent housing as quickly as possible, completing the transition from temporary to permanent supportive housing as soon as they are ready.

Community and Economic Development - Investments across the Consortium in low-income communities benefit low-income people and ensure equitable opportunities for good health, happiness, safety, and connection to community. Investments in new developments in eligible communities are designed to promote a healthy lifestyle, reflect the range of income levels in the region, and have accessible connectivity with amenities, services and opportunities. This includes support for incubator, local and small businesses, especially if owned by vulnerable populations.

3. Evaluation of past performance

This is an evaluation of past performance that helped lead the grantee to choose its goals or projects.

Progress toward Consolidated Plan Goals: Each year the Consortium prepares a Consolidated Annual Performance Evaluation Report (CAPER) and submits it to HUD by March 31. The CAPER reports on the specific accomplishments and activities for that year. Some activities funded in previous program years that take more than one year to complete are reported here as well. Program accomplishments completed in 2021 with CDBG, HOME and ESG funds include:

Developed 31 units of affordable rental housing, serving people experiencing homelessness, including families with children, people with disabilities, and Veterans. Developed 10 homeowner units for households at or below 60% Area Median Income (AMI).

- Completed critical home repairs for 133 low-income homeowners.
- Provided homelessness prevention services to 794 people.
- Provided emergency shelter services to 1,505 people.
- Administered Other - Diversion services to 1,130 people.
- Completed facility rehabilitation in Shoreline. Removed architectural barriers and improved sidewalks in Burien and Renton; completed park improvements in SeaTac; improved a parking lot at a childcare facility in North Bend. Combined, these projects serve over 21,000 residents; and

- Provided business assistance to 47 microenterprises.

Past CAPERs are posted on the King County Housing, Homelessness, and Community Development Division (HHCDD) website.

King County HHCDD Website

King County HHCDD Plans and Reports (including CAPER)

4. Summary of Citizen Participation Process and consultation process

Summary from citizen participation section of plan.

The HHCDD of the Department of Community and Human Services (DCHS) provided public comment opportunities on the 2022 recommended projects at the September 23, 2021 JRC meeting. A public comment period on the draft 2022 Annual Action Plan occurred from November 24, 2021 to December 31, 2021.

5. Summary of public comments

This could be a brief narrative summary or reference an attached document from the Citizen Participation section of the Con Plan.

There were no public comments.

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

There were no public comments.

7. Summary

PR-05 Lead & Responsible Agencies - 91.200(b)

1. Agency/entity responsible for preparing/administering the Consolidated Plan

The following are the agencies/entities responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role		Name	Department/Agency
CDBG Administrator	KING COUNTY		Department of Community and Human Services HHCCD
HOME Administrator	KING COUNTY		Department of Community and Human Services HHCCD
ESG Administrator	KING COUNTY		Department of Community and Human Services HHCCD

Table 1 – Responsible Agencies

Narrative

King County and the Consortium administer the CDBG, HOME, ESG and other state and local funds. The King County DCHS is responsible for the preparation of the Consolidated Plan guiding investment of these funds.

Consolidated Plan Public Contact Information

The cities of Auburn, Bellevue, Kent, and Federal Way participate in the Consortium for the use of HOME funds for affordable housing. These four cities receive their own CDBG entitlement and prepare separate Action Plans to guide the investment of those funds. The lead staff for King County are identified below.

- Capital Programs Manager – Kristin Pula
- Policy Manager – Sunaree Marshall
- Action Plan – Laurie Wells
- CDBG Program Manager – Laurie Wells

HOME Program Manager – Tina Ilvonen
ESG Program Manager – Kate Speltz

AP-10 Consultation - 91.100, 91.200(b), 91.215(l)

1. Introduction

The King County Consortium (Consortium) follows a consultation process in updating the Action Plan and the coordination with other local governments, the Continuum of Care, public and private housing providers, service agencies, private foundations, educational institutions and representatives, and people from low- and moderate-income communities. The King County Consortium administers CDBG, HOME, ESG, and other state and local funds. King County works closely with Consortium partners, residents, community organizations and other public entities, including the local Continuum of Care, to identify the needs and priorities outlined in this plan.

Provide a concise summary of the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(l)).

The Consortium takes a regional approach, engaging in ongoing coordination between jurisdictions, housing providers, health providers and service agencies. The 38 members of the Consortium conduct and participate in ongoing meetings with each other and regularly engage with multiple stakeholders, including: Washington State Housing Finance Commission; Washington State Department of Commerce; A Regional Coalition for Housing (ARCH); South King County Housing and Homeless Partners (SKHHP), public housing authorities (King County Housing Authority, Renton Housing Authority, and Seattle Housing Authority); Continuum of Care (CoC); nonprofit housing and service providers; members of the Housing Development Consortium of Seattle-King County; Public Health-Seattle and King County; Human Services Planners for North, East and South King County; and the DCHS Behavioral Health and Recovery Division. This coordination is ongoing throughout the program year and, together with official stakeholder and public meetings, informs recommendations for the JRC.

Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness.

Beginning in 2022, King County, City of Seattle and a new partner, King County Regional Homelessness Authority (KCRHA) will collaborate on the annual CoC application to HUD. King County and the City of Seattle staff have applied for these funds in partnership since 1995, on behalf of a regional consortium of service providers, distributing the funds to 70 programs.

Chronically Homeless Individuals and Families - The Consortium members coordinate with the CoC in addressing chronic homelessness for individuals and families. In 2022 King County and the KCRHA continue to operate shelters serving homeless individuals in County-owned buildings. Local funds made the new shelters and day center possible. Through our Health through Housing program for the

chronically homeless the County brought on 165 beds in 2021 with several more facilities opening up in 2022 with a proposed number of 600+ units

Families with Children - King County operates a coordinated entry system for homeless families, focused on addressing the specific needs of families with children. Two features of the coordinated system are rapid re-housing and homeless diversion programs that assist families to find housing and shorten the length of time families experience homelessness.

Rapid Re-housing (RRH) - RRH is a housing-first intervention that pairs case management and financial assistance based on a progressive engagement model. The RRH program provides a time-limited intervention intended to house families or individuals experiencing homelessness as quickly as possible. The service model includes three core components: housing, case management, and financial assistance.

Diversion – Diversion is a housing first, person-centered, and strengths-based approach to help households identify the choices and solutions to end their homeless experience with limited interaction with the crisis response system. Diversion is explored with households accessing the Seattle/King County crisis response system who are experiencing literal homelessness or fleeing or attempting to flee domestic violence without a safe housing option. It assists households to quickly secure permanent or temporary housing by encouraging creative and cost-effective solutions that meet their unique needs.

Veterans, Seniors & Human Services Levy Implementation Plan (VSHSL) - Adopted by the King County Council in 2018, activities under the VSHSL plan connect veterans and service members, residents age 55 or older and other vulnerable populations to programs and services that help them live healthy, productive and meaningful lives. This may include transition to affordable housing, job training and access to health and behavioral health treatment.

Unaccompanied Youth and Young Adults - King County was one of the first ten communities selected for HUD's Youth Homelessness Demonstration Program (YHDP) and was awarded \$5.4 million to accelerate the community's progress in preventing and ending youth and young adult homelessness. The demonstration period ended in 2020. The four funded projects transitioned to the Continuum of Care in 2020 and were subsequently renewed in the FY20 and FY21 CoC funding cycles. These projects provide a range of housing supports and services to both minors and young adults.

Imminent Risk of Homelessness - The Consortium uses the term Imminent Risk of Homelessness to identify circumstances where people may become homeless. The term refers to an individual or family that will imminently lose their primary nighttime residence provided that: residence will be lost in 14 days of the date of application for homeless assistance, no subsequent residence has been identified, and, the individual or family lacks the resources or supporting networks needed to obtain other permanent housing.

Describe consultation with the Continuum(s) of Care that serves the jurisdiction’s area in determining how to allocate ESG funds, develop performance standards for and evaluate outcomes of projects and activities assisted by ESG funds, and develop funding, policies and procedures for the operation and administration of HMIS

The King County Consortium is building a successful homeless response system centered on principles of Housing First and Racial Equity, with a coordinated and regional response to the crisis of homelessness. The Consortium is working with urgency towards the high-level goal of achieving Functional Zero, defined as a system where homelessness is avoidable, and there are immediate options for someone who is experiencing homelessness to return to housing within 20 days.

Consultation with CoC - During the planning process, CoC advised and collaborated with King County and Seattle in stakeholder meetings as a part of the development of the Consolidated Plan and the Action Plan.

Allocation of ESG Funds - King County consults with member jurisdictions, stakeholders, and the public and works with the JRC to allocate ESG funds. Funding awards are made on a competitive basis through bi-annual funding rounds managed by HHCDD, advertised publicly and conducted through King County Procurement.

Performance Standards and Evaluation of Outcomes - All projects adhere to the Homeless Management Information System (HMIS) operating standards and all reporting and program evaluations run through HMIS. HMIS collects data for target populations, including youth and young adults, singles and families for 1) exits to permanent housing; 2) average program stay; and 3) returns to homelessness. HMIS collects information for emergency shelters, transitional housing, permanent supportive housing, and prevention and rental assistance programs. Actual performance is measured against the target goals.

Funding, Policies and Procedures for HMIS – King County has improved the efficiency and accountability of HMIS. This strengthens the infrastructure and refines the process that allows HMIS to act as the data system platform for the CEA system, allowing continued and substantial improvement in the amount and accuracy of data reported.

2. Agencies, groups, organizations and others who participated in the process and consultations

Table 2 – Agencies, groups, organizations who participated

1	Agency/Group/Organization	A REGIONAL COALITION FOR HOUSING
	Agency/Group/Organization Type	Housing Other government - Local Regional organization Planning organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Market Analysis
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Representatives from ARCH attended an interactive meeting with discussion on the crisis response system, housing, priorities and strategies for the Consolidated Plan.
2	Agency/Group/Organization	City of Auburn
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Non-Homeless Special Needs Anti-poverty Strategy

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Representatives from the City of Auburn participated closely in the housing and homelessness strategies.
3	Agency/Group/Organization	City of Bellevue
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Non-Homeless Special Needs Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Representatives from the City of Bellevue participated in the housing and homelessness strategies.
4	Agency/Group/Organization	City of Kent
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Non-Homeless Special Needs Anti-poverty Strategy

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Representatives from the City of Kent participated closely in the housing and homelessness strategies.
5	Agency/Group/Organization	City of Federal Way
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Non-Homeless Special Needs Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Representatives from the City of Federal Way participated closely in the housing and homelessness strategies
6	Agency/Group/Organization	City of Burien
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Non-Homeless Special Needs Anti-poverty Strategy

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Representatives from the City of Burien participated closely in the housing and homelessness strategies
7	Agency/Group/Organization	City of Kirkland
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Non-Homeless Special Needs Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Representatives from the City of Kirkland participated closely in the housing and homelessness strategies
8	Agency/Group/Organization	City of Redmond
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Non-Homeless Special Needs Anti-poverty Strategy

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Representatives from the City of Redmond participated closely in the housing and homelessness strategies
9	Agency/Group/Organization	City of Renton
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Non-Homeless Special Needs Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Representatives from the City of Renton participated closely in the housing and homelessness strategies
10	Agency/Group/Organization	City of Shoreline
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Non-Homeless Special Needs Anti-poverty Strategy

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Representatives from the City of Shoreline participated closely in the housing and homelessness strategies
11	Agency/Group/Organization	CATHOLIC COMMUNITY SERVICES OF WESTERN WASHINGTON, WA
	Agency/Group/Organization Type	Housing Services - Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Persons with HIV/AIDS Services-Victims of Domestic Violence Services-homeless
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Representatives of Catholic Community Services provided input on homeless strategies, and non-homeless special needs.

12	Agency/Group/Organization	King County Housing Authority (KCHA)
	Agency/Group/Organization Type	PHA Services - Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-homeless Planning organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	King County consulted with KCHA through all phases of the planning process. King County conducts ongoing consultation with the King County Housing Authority for housing and programs that serve people experiencing homelessness.
13	Agency/Group/Organization	Housing Development Consortium (HDC)
	Agency/Group/Organization Type	Housing Services - Housing Services-homeless

	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Market Analysis
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	HDC is a membership organization representing the many agencies and businesses involved in the nonprofit housing industry. Its members include nonprofit housing providers, homelessness services organizations, lenders, builders, architects, investors, local government and housing authorities. HDC was involved in all phases of the planning process, as well as regional efforts that preceded and directly impacted the process.
14	Agency/Group/Organization	Renton Housing Authority
	Agency/Group/Organization Type	PHA Services - Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-homeless Planning organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Non-Homeless Special Needs

<p>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</p>	<p>King County consulted with the Renton Housing Authority through all phases of the planning process. King County conducts ongoing consultation with the RHA for housing and programs that serve people experiencing homelessness.</p>
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Identify any Agency Types not consulted and provide rationale for not consulting

King County excluded no agencies or types of agencies involved in housing, homelessness or community development from consultation. Staff worked to ensure advance publication of meetings and other opportunities to contribute.

Other local/regional/state/federal planning efforts considered when preparing the Plan

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	All Home	This plan informs and sets priorities and goals that link to all three overarching goals in the Strategic Plan, and particularly Goal Two: Make Homelessness Brief and One-Time.
Regional Affordable Housing Task Force	Regional planning task force with representatives from King County, City of Seattle, other cities	The overarching goal of this plan was to address the affordable housing crisis in King County. This plan sets out a Five-Year Action Plan with seven goal areas with strategies to achieve goals, and actions that can be taken in the near term to implement the strategies.
Veterans, Seniors and Human Services Levy Plan	King County	This plan describes the expenditure of levy proceeds to achieve outcomes related to healthy living, housing stability, financial stability, social engagement, and service system access for veterans and military service members and their respective families, seniors and their caregivers, and vulnerable populations.
Best Starts For Kids Implementation Plan	King County	This plan describes the expenditure of levy proceeds for the Best Starts for Kids levy, which includes a focus on youth and family homelessness prevention.
King County Equity & Social Justice Strategic Plan	King County	The principles of the Equity and Social Justice Strategic Plan inform and guide this report and its findings and recommendations.

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
King County Comprehensive Plan	King County	Guiding policy document for regional services and for land use and development regulations in unincorporated King County.
King County County-wide Planning Policies	King County	Identifies and sets underlying policy goals for comprehensive plans and long-range affordable housing goals for local jurisdictions.
Urban Growth Capacity Study	King County	Development information for jurisdictions in King County.
Vision 2050	Puget Sound Regional Council	Vision 2050 is an integrated and long-range vision for maintaining a healthy region. This draft plan emphasizes triple bottom line decision-making: people, prosperity, and planet.
King County Strategic Climate Action Plan (SCAP)	King County	The SCAP is a five-year blueprint for County action to confront climate change, integrating climate change into all areas of County operations and its work in the community. The SCAP provides a one-stop shop for county decision makers, employees and the public to learn about the County's climate change goals, priorities and commitments.
Moving Toward Age Friendly Housing in King County	Aging and Disability Services, City of Seattle Office of Housing, Seattle HA, King County	This report called out the increasing need for senior and or adaptable housing as baby boomers age. The affordable housing goals in the Strategic Plan reflect this demographic.
Seattle Consolidated HHCD Plan	City of Seattle	HUD required plan guiding the investment of CDBG, ESG, and HOME entitlement grants for the City of Seattle. This includes the HOPWA plan for the region, including King County.
Skyway-West Hill and North Highline Anti-Displacement	King County	The Skyway-West Hill and North Highline Anti-Displacement Strategies Report analyzes and makes recommendations for a suite of actionable anti-displacement strategies for the Skyway-West Hill and North Highline communities. The recommendations include production of affordable housing and anti-poverty strategies in alignment with the Consolidated Plan's affordable housing and community and economic development goals.

Table 3 – Other local / regional / federal planning efforts

Narrative

AP-12 Participation - 91.401, 91.105, 91.200(c)

1. Summary of citizen participation process/Efforts made to broaden citizen participation Summarize citizen participation process and how it impacted goal-setting

The 2022 Action Plan was available for public review between November 24 and December 31, 2021 on the King County Housing and Community Development website. Attachments in IDIS include the affidavit of publication for the Seattle Times newspaper.

Notices of funds availability and Requests for Proposals for the CDBG, HOME, and ESG programs will be posted on the King County Procurement and the Housing, Homelessness and Community Development websites, and through email distribution lists. Additionally, partner agencies will post on their websites and share information through CoC, the Seattle-King County Housing Development Consortium, A Regional Coalition for Housing (ARCH), South King Housing and Homelessness Partners (SKHHP), Affordable Housing Committee (AHC), member jurisdictions, King County Planners' monthly meetings and at additional ongoing meetings.

The consolidated planning process, which includes the 2022 Annual Action Plan, directs jurisdictions to reach out to and consult with other public and private agencies when developing the plan. The Code of Federal Regulations for Citizen Participation (**24 CFR Part 91.105**, **24 CFR Part 91.105**, and **24 CFR Part 91.105**) requires the following consultations for local governments:

- Public and private agencies that provide health services and social and fair housing services,
- State or local health and child welfare agencies regarding lead-based paint hazards,
- Adjacent governments regarding priority non-housing community development needs that go beyond a single jurisdiction, such as transportation,
- Local public housing agency concerning public housing needs, planned program, and activities,
- CoC serves the geographic area, and
- Public and private agencies that address housing, health, social services, victim services, employment, and education needs of low-income, people experiencing homelessness, and special needs populations.

Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
1	Public Hearing	Non-targeted/broad community	Funding recommendations and public comment on proposed CDBG projects for the 2022 program year at the Joint Recommendations Committee meeting on September 23, 2021.	There were no public comments.		
2	Newspaper Ad	Non-targeted/broad community	The draft 2022 Action Plan was available for public review between November 24-December 31, 2021.	There were no public comments.		
3	Public Meeting	Non-targeted/broad community	Posting of draft 2021 CAPER was available for public review between March 7-March 22, 2022. A public meeting was held on March 22, 2022.	There were no public comments.		

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
4	Newspaper Ad	Non-targeted/broad community	NOFA for 2022 CDBG funds was posted in the Seattle Times and on King County's website.	There were no public comments.		
5	Internet Outreach	Non-targeted/broad community	Pre-application meetings for housing capital funding; discussion of priorities; and technical questions.	There were no public comments.		

Table 4 – Citizen Participation Outreach

Expected Resources

AP-15 Expected Resources - 91.420(b), 91.220(c)(1,2)

Introduction

The Consortium receives three federal entitlement grants on an annual basis. These federal funds include: 1) CDBG in the annual amount of \$5,569,198; 2) HOME in the annual amount of \$4,170,429; and 3) ESG in the annual amount of \$285,768. These three resources are listed on Table 1 Anticipated Resources.

Prior Year CDBG Resources include: Unspent program income of \$487,373 and \$1,049,931 in unexpended prior year resources and unexpended program delivery funds from 2021 for a total of \$1,537,304. All unexpended funds are reprogrammed to 2022 projects. The reprogramming of these funds followed the required Citizen Participation Plan processes.

Like the federal formula grants, other resources come with restrictions and regulatory requirements regarding allowed uses. Some, such as Low-Income Housing Tax Credits (LIHTC) and Continuum of Care funds, are secured through competitive applications and are not listed. State and local funding listed below provide leverage for federal dollars.

Consolidated Homeless Grant: \$14,782,547

Housing and Essential Needs: \$18,703,292

Regional Affordable Housing Program: \$2,165,919

Mental Illness and Drug Dependency: \$3,390,798

King County Veterans and Human Services Levy: \$21,702,125

King County Document Recording Fee: \$16,702,552

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	5,569,198	400,000	1,537,304	7,506,502	7,486,000	
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	4,170,429	200,000	0	4,370,429	5,000,000	

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	285,768	0	0	285,768	600,000	

Table 2 - Expected Resources – Priority Table

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied

Federal funds leverage private, state and local funds. The primary sources of matching funds for HOME-funded housing were King County’s Veterans, Seniors, and Human Services Levy capital funds, Document Recording Fee, and MIDD Behavioral Health tax (MIDD) housing capital funds. The Veterans, Seniors, and Human Services Levy capital funds targeted housing development projects providing permanent supportive housing to homeless veterans and other vulnerable communities. The Document Recording Fee is a dedicated, state-adopted housing resource administered by King County. MIDD funding may support individuals and households with incomes at or below 30 percent of area median income. A sales tax generates the MIDD funding. The source of match for the HOME-funded owner-occupied rehabilitation activities was owner contributions. The primary source of match for ESG projects was Washington State Consolidated Homeless Grant and Document Recording Fee funds.

If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan

King County and local jurisdictions work to identify public lands and buildings which may become available for affordable housing and/or shelter for people who are homeless. In 2022, King County will make progress on affordable housing projects on publicly owned land, including but not limited to: Northgate Transit-oriented development project in Seattle, Eastgate in Bellevue, and the White Center HUB in the North Highline unincorporated area. The King County Capital Project Management Work Group will also coordinate across King County departments in 2022 to further refine and develop a pipeline of county-owned properties for affordable housing.

Discussion

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Annual Goals and Objectives

AP-20 Annual Goals and Objectives - 91.420, 91.220(c)(3)&(e)

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Affordable Housing	2020	2024	Affordable Housing	South Sub-Region North/East Sub-Region Unincorporated King County	Affordable Housing	CDBG: \$2,294,330 HOME: \$3,953,386	Rental units rehabilitated: 2 Household Housing Unit Homeowner Housing Added: 11 Household Housing Unit Homeowner Housing Rehabilitated: 200 Household Housing Unit Direct Financial Assistance to Homebuyers: 2 Households Assisted
2	End Homelessness	2020	2024	Homeless	South Sub-Region North/East Sub-Region Unincorporated King County	End Homelessness	CDBG: \$821,250 ESG: \$285,768	Homeless Person Overnight Shelter: 3000 Persons Assisted Homelessness Prevention: 1200 Persons Assisted Other: 1800 Other

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
3	Community and Economic Development	2020	2024	Non-Housing Community Development	South Sub-Region North/East Sub-Region Unincorporated King County	Community and Economic Development	CDBG: \$3,275,914	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 1400 Persons Assisted Public service activities other than Low/Moderate Income Housing Benefit: 200 Persons Assisted Businesses assisted: 200 Businesses Assisted

Table 3 – Goals Summary

Goal Descriptions

1	Goal Name	Affordable Housing
	Goal Description	<p>Preserve and expand the supply of affordable housing. This will be accomplished through: 1) competitive funding for new affordable rental and homeownership projects; 2) preservation of existing rental units that provide housing for income-eligible households; 3) housing repair for income eligible homeowners; and 4) innovative housing models. The Consortium will engage in other housing activities, collaborations and partnerships to enhance opportunities for equitable development and the creation/preservation of affordable housing. During the course of the Consolidated Plan, funding may be prioritized for targeted areas in South King County as identified through the Communities of Opportunity Initiative or other collaborative processes. Efforts to increase affordable housing should not harm other community assets such as small businesses and cultural assets. If impacts are anticipated, extensive community engagement and mitigation actions should be incorporated. The Consortium will plan for and support fair housing strategies and initiatives designed to further fair housing choice and increase access to housing and housing programs. Progress toward fair housing goals will be reported annually.</p>
2	Goal Name	End Homelessness
	Goal Description	<p>Working together with collective impact, King County launched a Regional Homelessness Authority to develop a cohesive and coordinated homeless system grounded in the principle of Housing First and shared outcomes. Investments in projects will ensure that homeless households from all sub-populations (families, youth/young adults, and adults without children) are treated with dignity and respect; are returned to permanent housing as quickly as possible; receive strength-based services that emphasize recovery, as needed; are supported to graduate from temporary homeless housing as rapidly as possible, and from permanent supportive housing as soon as they are ready; receive only what they need to return to housing quickly and to be as self-reliant as possible through 1) a range of housing options; 2) programs and services that address the emergency housing needs and other needs of households when homelessness occurs; and 4) programs that prevent homelessness and divert households from entering the homeless system. Specific programs include 1) rapid re-housing; 2) emergency shelters and housing; 3) transitional housing; 4) housing stability; and 5) shelter diversion. King County will engage in planning and other activities and initiatives to address homelessness in collaboration with King County Regional Homelessness Authority. In addition, the County and partners will continue to implement best practices in response to COVID-19.</p>

3	Goal Name	Community and Economic Development
	Goal Description	Investments across the Consortium in low-income communities benefit low-income people and ensure equitable opportunities for good health, happiness, safety, and connection to community. Investments in new developments in eligible communities are designed to promote a healthy lifestyle, reflect the range of income levels in the region, and have accessible connectivity with amenities, services and opportunities. This includes support for incubator, local and small businesses, especially if owned by vulnerable populations.

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AP-35 Projects - 91.420, 91.220(d)

Introduction

The Consolidated Plan establishes the annual goals and strategies that guide the investment of approximately \$9 million per year in federal housing and community development funds, and additional federal, state and local funds, to address housing, homelessness, and community development needs throughout the Consortium. The following projects were selected for program year 2022 CDBG, HOME and ESG funding by the JRC. The JRC recommends the allocation of CDBG, ESG, and HOME funds to specific projects, and advises on guidelines and procedures for King County and the Consortium partners.

King County intends to authorize its subrecipients to incur pre-award costs January 1, 2022, and reimburse for those costs using its CDBG, HOME and ESG funds. This is in compliance with requirements reflected in the regulations, (1) all administrative (CDBG, HOME, ESG), microenterprise, and public service activities and ESG shelter and rapid rehousing are included in the activity section of the 2022 Action Plan, (2) this action shall not affect future grants, (3) the costs and activities funded are in compliance with the requirements with the Environmental Review Procedures, (4) the activity for which payment is being made complies with the statutory and regulatory provisions in effect at the time the costs are paid for, and (5) reimbursement of payment will be made during the 2022 program year.

#	Project Name
1	KING COUNTY PROGRAM ADMINISTRATION
2	KING COUNTY HOUSING REPAIR PROGRAM
3	SEATAC MINOR HOME REPAIR
4	RENTON HEALTHY HOUSING MINOR HOME REPAIR
5	SHORELINE MINOR HOME REPAIR
6	DIVERSION RAP
10	HOUSING STABILITY PROGRAM SOLID GROUND
11	CONGREGATIONS FOR THE HOMELESS MEN'S YEAR-ROUND SHELTER REDMOND
12	CONGREGATIONS FOR THE HOMELESS MEN'S YEAR-ROUND SHELTER KIRKLAND
13	YWCA SOUTH KING CO FAMILY SHELTER (FROZEN ALLOCATION)
14	HOSPITALITY HOUSE WOMEN'S SHELTER (FROZEN ALLOCATION)
15	HELEN'S PLACE (THE SOPHIA WAY WINTER SHELTER) (FROZEN ALLOCATION)
16	LIFEWIRE - MY SISTER'S PLACE (FROZEN ALLOCATION)
17	MSC FAMILY SHELTER (FROZEN ALLOCATION)
18	BURIEN NEW FUTURES FAMILY SUPPORT PROGRAM
19	KING COUNTY SUB-RECIPIENT HOUSING DEVELOPMENT
20	KING COUNTY CONSORTIUM-WIDE PUBLIC FACILITY OR INFRASTRUCTURE
21	CITY OF CARNATION SIDEWALK IMPROVEMENTS
22	CITY OF ISSAQUAH SIDEWALK IMPROVEMENT CURB CUTS

#	Project Name
23	CHILDHAVEN COMMUNITY CENTER REHAB AND SAFETY IMPROVEMENTS
24	RENTON WILLIAMS AVENUE STREETSCAPES PHASE II
25	SAHAK BUDDHIST COMMUNITY CENTER WATER MAIN REPLACEMENT
26	CITY OF ALGONA WATER MAIN REPLACEMENT
27	HIGHLINE PUBLIC SCHOOLS BEVERLY PARK PLAYGROUND IMPROVEMENT
28	WHITE CENTER HUB PRE-DESIGN COSTS
29	NEW ROOTS FUND
30	INTERNATIONAL RESCUE COMMITTEE (IRC) SEATTLE MICROENTERPRISE PROGRAM
31	BURIEN COMMUNITY CENTER HVAC REPLACEMENT
32	ESG 2022 KING COUNTY
33	KIRKLAND HEIGHTS ARCH PREDEVELOPMENT ACTIVITIES

Table 4 – Project Information

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

The Consortium annually addresses needs and priorities guided by the Consolidated Plan. Consortium members authorize activities across six project areas: 1) Major Housing Repair Program, 2) Public Services, 3) Housing Development, 4) Facilities, 5) Infrastructure Affordable Housing, and 6) Economic Development. Each project area is grounded in the following goals:

Goal One: Affordable Housing - Ensure access to healthy, affordable housing for low- and moderate-income households throughout the region and advance fair housing to end discrimination and overcome historic patterns of segregation.

Goal Two: Homelessness - Make homelessness rare, brief and one-time and eliminate racial disparities.

Goal Three: Community and Economic Development - Establish and maintain healthy, integrated and vibrant communities by improving the well-being and mobility of low- and moderate-income residents, and focusing on communities with historic disparities in health, income and quality of life.

The HHCDD of DCHS collected input on Consolidated Plan strategies to ensure that updates to the 2020-2024 Consolidated Plan reflected resident needs and concerns, mitigated downstream risk, and avoided unintended consequences from proposed actions. In addition, staff gathered data on changing demographics, specifically information on housing needs for people with disabilities, large families, families transitioning out of homelessness, and older adults. These planning efforts also aimed to identify potential links between affordable housing, transportation, environmental health, access to opportunity and other determinants of equity.

AP-38 Project Summary
Project Summary Information

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1	Project Name	KING COUNTY PROGRAM ADMINISTRATION
	Target Area	South Sub-Region North/East Sub-Region Unincorporated King County
	Goals Supported	Affordable Housing End Homelessness Community and Economic Development
	Needs Addressed	Affordable Housing End Homelessness Community and Economic Development
	Funding	CDBG: \$1,115,007 HOME: \$417,043
	Description	Federal funds will be used for the administration and coordination of housing, services for people who are homeless, and community development activities in the Consortium. \$50,000 will be used for fair housing testing.
	Target Date	12/31/2022
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	
2	Project Name	KING COUNTY HOUSING REPAIR PROGRAM
	Target Area	South Sub-Region North/East Sub-Region Unincorporated King County
	Goals Supported	Affordable Housing
	Needs Addressed	Affordable Housing
	Funding	CDBG: \$1,544,604 HOME: \$264,970

	Description	Provide capital funds to repair and/or improve (including accessibility improvements) the existing stock of homes owned by low- and moderate-income households (also includes individual condominiums, townhomes, and mobile/manufactured homes that are part of the permanent housing stock). Programs funded under this strategy include major home repair and renters (80% of area median income and below) are eligible for Home Access Modification (HAM) improvements if they have a disability and reside in an affordable rental unit defined as a unit with rents at or below market as determined by HUD or the multi-tiered payment standard as defined by KCHA Section 8 program.
	Target Date	12/31/2023
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	Major Housing Repair includes interest-free deferred payment loans for health and safety repairs.
3	Project Name	SEATAC MINOR HOME REPAIR
	Target Area	South Sub-Region
	Goals Supported	Affordable Housing
	Needs Addressed	Affordable Housing
	Funding	CDBG: \$109,000
	Description	Provide minor home repair for homeowners in SeaTac, Tukwila, Des Moines and Covington. The program will maintain safety and health of the occupants and preserve the dwelling and/or conserve energy. This program is a no-cost program to qualified residents. Each project is limited in cost (\$3,400), each household has an annual limit (\$5,000) and a lifetime maximum (\$7,500).
	Target Date	12/31/2022
	Estimate the number and type of families that will benefit from the proposed activities	56 low- and moderate- income households

	Location Description	Cities of SeaTac, Tukwila, Des Moines and Covington
	Planned Activities	Repairs may include small plumbing, electrical and other small handyman types of jobs. Individual projects are reviewed by King County staff prior to project start
4	Project Name	RENTON HEALTHY HOUSING MINOR HOME REPAIR
	Target Area	South Sub-Region
	Goals Supported	Affordable Housing
	Needs Addressed	Affordable Housing
	Funding	CDBG: \$32,770
	Description	Funds will be used to replace approximately 4 roofs, provide an estimated 12 homes with appropriate ventilation to minimize moisture, and install HEPA furnace filters in homes of active Housing Repair Clients.
	Target Date	12/31/2022
	Estimate the number and type of families that will benefit from the proposed activities	12 low- and moderate- income households
	Location Description	City of Renton
	Planned Activities	Funds will be used to replace approximately 4 roofs, provide an estimated 12 homes with appropriate ventilation to minimize moisture, and install HEPA furnace filters in homes of active Housing Repair Clients.
5	Project Name	SHORELINE MINOR HOME REPAIR
	Target Area	North/East Sub-Region
	Goals Supported	Affordable Housing
	Needs Addressed	Affordable Housing
	Funding	CDBG: \$98,000
	Description	Provide capital funds to repair and/or improve (including accessibility improvements) the existing stock of homes owned by low- and moderate-income households (also includes individual condominiums, townhomes, and mobile/manufactured homes that are part of the permanent housing stock).

	Target Date	12/31/2022
	Estimate the number and type of families that will benefit from the proposed activities	20 low- and moderate- income households
	Location Description	City of Shoreline
	Planned Activities	Funds will be used to provide low-cost electrical, plumbing, carpentry and disability access repairs to low-income, elderly and/or disabled homeowners.
6	Project Name	DIVERSION RAP
	Target Area	South Sub-Region North/East Sub-Region Unincorporated King County
	Goals Supported	End Homelessness
	Needs Addressed	End Homelessness
	Funding	CDBG: \$198,524
	Description	Funds will be used to provide homeless households with children services and support designed to help households attain housing without otherwise entering the homeless system.
	Target Date	12/31/2022
	Estimate the number and type of families that will benefit from the proposed activities	350 low- and moderate- income persons
	Location Description	County-wide Consortium; 401 Fifth Avenue, Suite 510, Seattle
	Planned Activities	Assist households in quickly finding and securing temporary or permanent solutions to homelessness outside of the homeless services system. Diversion services assist households to identify immediate, alternative housing arrangements, and if necessary, connect them with services and financial assistance to help them obtain or return to housing.
	Project Name	HOUSING STABILITY PROGRAM SOLID GROUND

7	Target Area	South Sub-Region North/East Sub-Region Unincorporated King County
	Goals Supported	End Homelessness
	Needs Addressed	End Homelessness
	Funding	CDBG: \$315,095
	Description	Funds will be used to assist low-income persons at risk of homelessness to stabilize their housing.
	Target Date	12/31/2022
	Estimate the number and type of families that will benefit from the proposed activities	1,000 low- and moderate- income persons
	Location Description	County-wide Consortium; 401 Fifth Avenue, Suite 510, Seattle
	Planned Activities	Activities include one-on-one meeting between a case manager and an HSP client to explain the program, complete the HSP application, obtain qualifying documentation, verify eligibility, and determine the level of housing stability financial assistance and housing stability services to be provided. The case manager will work with the client household to develop realistic and client-centered budgets and action plans, provide resource referrals and information, and negotiate with property owners and attorneys.
8	Project Name	CONGREGATIONS FOR THE HOMELESS MEN'S YEAR-ROUND SHELTER REDMOND
	Target Area	North/East Sub-Region Unincorporated King County
	Goals Supported	End Homelessness
	Needs Addressed	End Homelessness
	Funding	CDBG: \$40,963
	Description	Funds will be used to provide shelter and day center services to men experiencing homelessness in Bellevue through a sub-contract with Congregations for the Homeless.
	Target Date	12/31/2022

	Estimate the number and type of families that will benefit from the proposed activities	600 low- and moderate- income persons
	Location Description	515 116th Ave NE, Bellevue, WA 98004
	Planned Activities	Funds will be used for personnel costs in serving the Eastside Men's Homeless Shelter.
9	Project Name	CONGREGATIONS FOR THE HOMELESS MEN'S YEAR-ROUND SHELTER KIRKLAND
	Target Area	North/East Sub-Region Unincorporated King County
	Goals Supported	End Homelessness
	Needs Addressed	End Homelessness
	Funding	CDBG: \$41,785
	Description	Funds will be used to provide shelter and day center services to men experiencing homelessness in Bellevue through a sub-contract with Congregations for the Homeless.
	Target Date	12/31/2022
	Estimate the number and type of families that will benefit from the proposed activities	700 low- and moderate- income persons
	Location Description	515 116th Ave NE, Bellevue, WA 98004
	Planned Activities	Funds will be used for personnel costs in serving the Eastside Men's Homeless Shelter.
10	Project Name	YWCA SOUTH KING CO FAMILY SHELTER (FROZEN ALLOCATION)
	Target Area	South Sub-Region Unincorporated King County
	Goals Supported	End Homelessness
	Needs Addressed	End Homelessness
	Funding	CDBG: \$17,940

	Description	Provide programs and services to address the temporary housing and other needs of households when homelessness occurs. Core features of service model are Progressive Engagement, Trauma-Informed Advocacy, and Culturally Specific Coaching/Services all of which work to support participants quickly stabilizing and exiting to permanent housing.
	Target Date	12/31/2022
	Estimate the number and type of families that will benefit from the proposed activities	40 low- and moderate- income persons
	Location Description	County-wide Consortium; 401 Fifth Avenue, Suite 510, Seattle
	Planned Activities	Funds will be used to support operations of an emergency shelter. South King County Emergency Services (SKCES) is an emergency shelter with six apartment style units in the cities of Renton (4) and Auburn (2). Housing advocates work flexible schedules to accommodate meeting with participants on weekends and evenings and can be contacted 24/7 for emergencies.
11	Project Name	HOSPITALITY HOUSE WOMEN'S SHELTER (FROZEN ALLOCATION)
	Target Area	South Sub-Region North/East Sub-Region Unincorporated King County
	Goals Supported	End Homelessness
	Needs Addressed	End Homelessness
	Funding	CDBG: \$30,000
	Description	Funds will support operations for a year-round emergency shelter for women.
	Target Date	12/31/2022
	Estimate the number and type of families that will benefit from the proposed activities	80 low- and moderate- income persons
	Location Description	County-wide Consortium; 401 Fifth Avenue, Suite 510, Seattle

	Planned Activities	Services offer direct onsite access to life skills training, nurse provided health care, weekly case management, counseling and other professional resources that will stabilize them and support them as they move into permanent housing.
12	Project Name	HELEN'S PLACE (THE SOPHIA WAY WINTER SHELTER) (FROZEN ALLOCATION)
	Target Area	South Sub-Region North/East Sub-Region Unincorporated King County
	Goals Supported	End Homelessness
	Needs Addressed	End Homelessness
	Funding	CDBG: \$50,000
	Description	Funds will be used to provide support services for a shelter for the most vulnerable in the North/East community.
	Target Date	12/31/2022
	Estimate the number and type of families that will benefit from the proposed activities	250 low- and moderate- income persons
	Location Description	County-wide Consortium; 401 Fifth Avenue, Suite 510, Seattle
	Planned Activities	The emergency shelter provides a safe place for up to 50 women to sleep, dinner and breakfast and referrals to appropriate resources.
13	Project Name	LIFEWIRE - MY SISTER'S PLACE (FROZEN ALLOCATION)
	Target Area	South Sub-Region North/East Sub-Region Unincorporated King County
	Goals Supported	End Homelessness
	Needs Addressed	End Homelessness
	Funding	CDBG: \$7,060
	Description	Funds will be used to support the Lifewire shelter.
	Target Date	12/31/2022

	Estimate the number and type of families that will benefit from the proposed activities	60 low- and moderate- income persons
	Location Description	County-wide Consortium; 401 Fifth Avenue, Suite 510, Seattle
	Planned Activities	Support programs that prevent homelessness; support the creation of a range of permanent affordable housing options for people experiencing homelessness; provide programs and services to address the temporary housing and other needs of households when homelessness occurs. Approach homeless planning and coordination as a regional issue.
14	Project Name	MSC FAMILY SHELTER (FROZEN ALLOCATION)
	Target Area	South Sub-Region Unincorporated King County
	Goals Supported	End Homelessness
	Needs Addressed	End Homelessness
	Funding	CDBG: \$75,000
	Description	Funds will be used through a subcontract with MultiService Center to provide families with at least one minor child with onsite services at a shelter location.
	Target Date	12/31/2022
	Estimate the number and type of families that will benefit from the proposed activities	40 low- and moderate- income persons
	Location Description	
	Planned Activities	Activities include housing in a single-family unit, case management at the Kent or Federal Way offices. Healthcare for the Homeless Network provides a nurse, chemical dependency counselor and mental health counselor onsite.
15	Project Name	BURIEN NEW FUTURES FAMILY SUPPORT PROGRAM
	Target Area	South Sub-Region Unincorporated King County
	Goals Supported	Community and Economic Development

	Needs Addressed	Community and Economic Development
	Funding	CDBG: \$44,883
	Description	Funds will be used to provide family support and advocacy services to approximately 200 low-moderate income Burien residents at the Alturas Apartments.
	Target Date	12/31/2022
	Estimate the number and type of families that will benefit from the proposed activities	200 low- and moderate- income persons
	Location Description	City of Burien
	Planned Activities	Funds will be used to provide family support and advocacy services to approximately 200 low-moderate income Burien residents at the Alturas Apartments.
16	Project Name	KING COUNTY SUB-RECIPIENT HOUSING DEVELOPMENT
	Target Area	South Sub-Region North/East Sub-Region Unincorporated King County
	Goals Supported	Affordable Housing End Homelessness
	Needs Addressed	Affordable Housing End Homelessness
	Funding	CDBG: \$509,956 HOME: \$3,688,416
	Description	Preserve and expand the supply of affordable housing available to low- and moderate-income households, including households with special needs. Funding includes \$507,807 in set aside funding for an ARCH housing project.
	Target Date	12/31/2022
	Estimate the number and type of families that will benefit from the proposed activities	11 low- and moderate- income households

	Location Description	County-wide Consortium; 401 Fifth Avenue, Suite 510, Seattle
	Planned Activities	Capital HOME funds were made available through an annual competitive process for the acquisition and new construction of sustainably designed, permanently affordable rental housing for low- and moderate-income households for the acquisition and construction of housing and the rehabilitation of that housing into safe, decent, healthy and permanently affordable rental housing.
17	Project Name	KING COUNTY CONSORTIUM-WIDE PUBLIC FACILITY OR INFRASTRUCTURE
	Target Area	South Sub-Region North/East Sub-Region Unincorporated King County
	Goals Supported	Community and Economic Development
	Needs Addressed	Community and Economic Development
	Funding	CDBG: \$367,163
	Description	CDBG capital funds available for project cost overruns for high priority public improvement needs such as public infrastructure, park facilities, removal of architectural barriers and accessibility improvements in a range of low- to moderate-income areas of the consortium. Funds include City of Shoreline Capital Contingency.
	Target Date	12/31/2022
	Estimate the number and type of families that will benefit from the proposed activities	1,400 low- and moderate-income residents in the North/East and South Subregions of King County.
	Location Description	
	Planned Activities	
18	Project Name	CITY OF CARNATION SIDEWALK IMPROVEMENTS
	Target Area	North/East Sub-Region
	Goals Supported	Community and Economic Development
	Needs Addressed	Community and Economic Development
	Funding	CDBG: \$408,226

	Description	The City of Carnation Sidewalk Improvement Project will improve streets, sidewalks, parking lane, and storm water infrastructure on McKinley Avenue between Blanche Street and Eugene Street in the City of Carnation. The goal of the project is safely connecting neighborhood residents to essential services.
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	1205 persons; 785 of whom estimated to be low- and moderate-income
	Location Description	City of Carnation
	Planned Activities	The project will consist of the design and construction of approximately 1800 linear feet of five-foot-wide concrete sidewalk with ADA ramps connecting and completing a missing link of pedestrian walkway in a residential neighborhood on NE 142nd Place. Specific improvements include new concrete sidewalk, curb/gutter/stormwater improvements, new bike infrastructure, and landscaping.
19	Project Name	CITY OF ISSAQUAH SIDEWALK IMPROVEMENT CURB CUTS
	Target Area	North/East Sub-Region
	Goals Supported	Community and Economic Development
	Needs Addressed	Community and Economic Development
	Funding	CDBG: \$208,914
	Description	The City of Issaquah will remove non-ADA-compliant curb ramps and provide ADA compliant routes to vital City services for all persons who use pedestrian walking routes to access the Olde Town area of Issaquah. This will connect Issaquah Senior Center, Issaquah City Hall, Issaquah Community Center via a new pedestrian corridor.
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	City of Issaquah

	Planned Activities	Removal of architectural barriers (ADA non-compliant curbs) and replacing them with ADA-compliant curb ramps to access existing sidewalks and trails. Within .25 mile of Issaquah Senior Center roughly 15 curbs will be replaced.
20	Project Name	CHILDHAVEN COMMUNITY CENTER REHAB AND SAFETY IMPROVEMENTS
	Target Area	South Sub-Region Unincorporated King County
	Goals Supported	Community and Economic Development
	Needs Addressed	Community and Economic Development
	Funding	CDBG: \$105,743
	Description	The proposed projects provide exterior improvements to the Childhaven Community Facility to make it safer for families and more integrated into the community. The improvements will allow Childhaven to better deliver behavioral health care and primary care to families and children.
	Target Date	5/31/2023
	Estimate the number and type of families that will benefit from the proposed activities	6672 low- and moderate- income persons
	Location Description	12704 76th Ave S, Seattle, WA, 98178
	Planned Activities	Exterior and interior safety improvements to the Childhaven Skyway facility to make it safer and more inviting for those who depend on the facility's services. Proposed improvements include: replacing all emergency exit lighting, new concrete steps, and improved exterior lighting, Sewer line replacement, parking lot re-paving, broken gutter replacement, new signage, improved landscaping, exterior building pain, and new fencing.
21	Project Name	RENTON WILLIAMS AVENUE STREETSCAPES PHASE II
	Target Area	South Sub-Region
	Goals Supported	Community and Economic Development
	Needs Addressed	Community and Economic Development
	Funding	CDBG: \$409,551

	Description	
	Target Date	12/29/2023
	Estimate the number and type of families that will benefit from the proposed activities	2800 low- and moderate- income persons
	Location Description	City of Renton
	Planned Activities	Proposed improvements include Upgraded traffic signals and installing raised intersections with curb bulb outs, new segments of sidewalk, landscaping, street furniture and lighting on Williams Ave S and Wells Ave S. Within the Downtown Core, construction includes a bicycle boulevard/green street along Wells Ave S, bicycle racks, signage, bike and pedestrian facilities, markings and wayfinding and planter strips.
22	Project Name	SAHAK BUDDHIST COMMUNITY CENTER WATER MAIN REPLACEMENT
	Target Area	South Sub-Region Unincorporated King County
	Goals Supported	Community and Economic Development
	Needs Addressed	Community and Economic Development
	Funding	CDBG: \$327,000
	Description	This project will replace the old water main for Sahak Khemararam Buddhist Association (SKBA) property to increase the capacity of the associations facility as well as to meet code requirements implemented by Water District #20.
	Target Date	5/31/2023
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	824 S 100th St, Seattle, WA, 98168
	Planned Activities	The funds will be used to remove and replace the water main that is utilized by both the businesses and residents of 8th Ave South and South 100th St. in this area of unincorporated King County.

23	Project Name	CITY OF ALGONA WATER MAIN REPLACEMENT
	Target Area	South Sub-Region
	Goals Supported	Community and Economic Development
	Needs Addressed	Community and Economic Development
	Funding	CDBG: \$244,332
	Description	This project would bring safe water service to 22 residential connections in the southwest Algona neighborhood along Tacoma and Seattle Boulevards between 4th Avenue and 5th Avenue by replace unhealthy 4 inch asbestos concrete (AC) water lines with 8 inch ductile iron (DI) watermain.
	Target Date	5/31/2023
	Estimate the number and type of families that will benefit from the proposed activities	88 low- and moderate- income persons, 22 households
	Location Description	407 Tacoma Boulevard, Algona, WA, 98001
	Planned Activities	The project will include design, eventual decommissioning of AC waterlines, and installation of the DI watermain in this residential area of Algona.
24	Project Name	HIGHLINE PUBLIC SCHOOLS BEVERLY PARK PLAYGROUND IMPROVEMENT
	Target Area	South Sub-Region Unincorporated King County
	Goals Supported	Community and Economic Development
	Needs Addressed	Community and Economic Development
	Funding	CDBG: \$147,150
	Description	The Highline Public School District will construct a developmentally and age-appropriate fenced playground area with play structures for at-risk children ages 3-5 in the Beverly Park Elementary School and for the students and the surrounding residents.
	Target Date	6/30/2023

	Estimate the number and type of families that will benefit from the proposed activities	64 low- and moderate- income persons
	Location Description	1201 S 104th St, Seattle, WA 98168
	Planned Activities	Highline School District falls within the income and environmental standards to qualify for The Early Childhood Education and Assistance Program (ECEAP) for elementary aged students. These ECEAP standards also outline developmentally appropriate age structures which are currently unavailable at Beverly Park Elementary School. The project will support the design, construction, and installation of developmentally appropriate play structures at the Beverly Park Elementary School to better align with the standards of the ECEAP.
25	Project Name	WHITE CENTER HUB PRE-DESIGN COSTS
	Target Area	South Sub-Region Unincorporated King County
	Goals Supported	Community and Economic Development
	Needs Addressed	Community and Economic Development
	Funding	CDBG: \$490,500
	Description	White Center Community Development Association (CDA), Southwest Youth & Family Services (SWYFS), HealthPoint, and Community Roots Housing (CRH) are partnering to build a center of hope, unity and belonging (HUB) in the unincorporated area of King County known as White Center. The HUB will provide integrated health services, housing, small business support, and other community space for all white center residents in the 28,000 sq. ft. campus. The project will support development soft costs for the construction of the White Center HUB. This project is meant to alleviate the many issues facing White Center residents such as the housing affordability crisis, lack of economic opportunity, decreased community engagement, and deteriorating public health.
	Target Date	6/30/2023

	Estimate the number and type of families that will benefit from the proposed activities	25,000 low- and moderate- income persons
	Location Description	10821 8th Ave SW Seattle, WA, 98146
	Planned Activities	CDBG funds would be used for indirect development costs such as architecture and engineering, permitting, environmental consultants, and insurance. After the development stage is complete, the construction of the 28,000 sq. ft. facility will commence. Eventually, the HUB development will include 80 new affordable housing units, small business space, community health facilities, and recreation areas for all White Center residents.
26	Project Name	NEW ROOTS FUND
	Target Area	South Sub-Region Unincorporated King County
	Goals Supported	Community and Economic Development
	Needs Addressed	Community and Economic Development
	Funding	CDBG: \$150,996
	Description	New Roots will offer Microenterprise business classroom training and individual consultation to low- and moderate- income residents in South King County. New Roots also plans to increase its capacity to support its current immigrant and refugee clientele while also supporting a new staff outreach position to market to non-refugee Hispanic and Latino populations. The program also hopes to use these funds to increase the diversity of curriculum to better meet the needs of current and future clientele.
	Target Date	12/30/2022
	Estimate the number and type of families that will benefit from the proposed activities	108 low- and moderate- income persons
	Location Description	515 B St NE, Auburn, WA 98002

	Planned Activities	The program will provide classes and services to potential business owners or existing low- and moderate- income business owners. The project will support operational costs, translation services, training services for certain aspects of the New Roots training curriculum, marketing and outreach, and participant support for New Roots.
27	Project Name	INTERNATIONAL RESCUE COMMITTEE (IRC) SEATTLE MICROENTERPRISE PROGRAM
	Target Area	South Sub-Region Unincorporated King County
	Goals Supported	Community and Economic Development
	Needs Addressed	Community and Economic Development
	Funding	CDBG: \$242,451
	Description	IRC will offer Microenterprise programming to low- and moderate-income refugees and immigrants in King County. IRC's approach will integrate individualized 1-on-1 technical assistance, access to financing, and linguistically and culturally accessible trainings and workshops that target the specific needs of refugee and immigrant entrepreneurs.
	Target Date	12/29/2023
	Estimate the number and type of families that will benefit from the proposed activities	50 low-moderate income persons.
	Location Description	1200 S 192nd St., Ste. 101, SeaTac

	Planned Activities	<p>The program will have three main components: Technical Assistance (TA), Business Trainings, and Access to Capital. TA will be tailored to the needs of individuals based on their goals, background, experience, and business sector. Staff will provide 1-on-1 TA and group training to entrepreneurs on topics including business planning, licensing and permitting, marketing, record keeping, and filing taxes. Staff will also provide specialized TA in high demand areas such as in-home childcare businesses, food service, transportation, and farmers’ market sales.</p> <p>Participants will have access to capital through IRC’s internal lending subsidiary, the Center for Economic Opportunity (CEO), a national, non-profit Community Development Financial Institution. CEO will extend business and consumer loan products to program participants, providing access to streamlined, responsive loan products including credit-building and business loans.</p>
28	Project Name	BURIEN COMMUNITY CENTER HVAC REPLACEMENT
	Target Area	South Sub-Region
	Goals Supported	Community and Economic Development
	Needs Addressed	Community and Economic Development
	Funding	CDBG: \$173,889
	Description	Capital funds made available for the Burien Community Facility to replace two older HVAC systems. This funding will be added to a previously funded project.
	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	21,915 low- and moderate- income persons
	Location Description	City of Burien
	Planned Activities	Replacement of failing HVAC system for a 20,435 square foot community center. Replacement of boilers, roof condensing, air handling and chiller system, indoor fan coil units, hot/chilled water pumps, exhaust fans and electrical system will be done in place.
	Project Name	ESG 2022 KING COUNTY

29	Target Area	South Sub-Region North/East Sub-Region Unincorporated King County
	Goals Supported	End Homelessness
	Needs Addressed	End Homelessness
	Funding	ESG: \$285,768
	Description	Ensure that all initiatives and programs related to permanent supportive housing for the formerly homeless and other forms of permanent housing targeted to homeless households are consistent with the Plan to End Homelessness in King County. Provide programs and services to address the temporary housing needs and other needs of households when homelessness occurs. Allocate funds for emergency shelter and transitional housing programs for operations and maintenance, supportive services and rental assistance. \$21,433 will be used for ESG admin. The remaining \$264,335 will be used for project activities.
	Target Date	12/31/2023
	Estimate the number and type of families that will benefit from the proposed activities	2000 low- and moderate- income persons
	Location Description	County-wide Consortium; 401 Fifth Avenue, Suite 510, Seattle
	Planned Activities	Shelter activities and rapid re-housing
30	Project Name	KIRKLAND HEIGHTS ARCH PREDEVELOPMENT
	Target Area	North/East Sub-Region Unincorporated King County
	Goals Supported	Affordable Housing
	Needs Addressed	Affordable Housing
	Funding	CDBG: \$509,956

Description	Rehabilitation of all existing residential buildings, addition of a third story to eleven of the existing buildings, and the new construction of two three-story residential buildings and one community building. Upon project completion, the complex will consist of 276 units including 103 units affordable for households at 30% AMI, 52 units at 60% AMI and 114 units at 80% AMI.
Target Date	12/31/2023
Estimate the number and type of families that will benefit from the proposed activities	276 low- and moderate- income households
Location Description	City of Kirkland
Planned Activities	Predevelopment Costs

DRAFT

AP-50 Geographic Distribution - 91.420, 91.220(f)

Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed

Allocation guidelines are determined through use of low- to moderate-income population data, and equitable development objectives, such as investing in historically unserved communities, anti-displacement strategies, addressing impacts of gentrification, and geographic distribution over time. Investments are distributed throughout the County, using guidelines adopted by the Consortium, including considerations for focusing on communities with historic disparities in health, income and quality of life. The percentage of low- and moderate-income populations in the two subregions, North/East (32%) and South (68%), set the resource allocation formula with the partner Consortium cities. The Participating Jurisdictions and Joint Agreement Cities determine funding allocations for their CDBG funds.

Geographic Distribution

Target Area	Percentage of Funds
South Sub-Region	
North/East Sub-Region	
Unincorporated King County	

Table 5 - Geographic Distribution

Rationale for the priorities for allocating investments geographically

Investments are distributed throughout the County, and guidelines adopted by the Consortium balance investments geographically over time.

King County allocates CDBG, ESG and HOME funds throughout the region. King County is developing equitable development policies to address gentrification and displacement in unincorporated King County.

Allocations for CDBG and ESG funds are based upon the percentage of low- and moderate-income populations in the two sub-regions, North/East and South.

CDBG

Regional Human Services County-wide 15% of entitlement funds, with 32% of funds allocated for North/East, and 68% allocated for the South.

Housing Repair Program County-wide 25% of entitlement funds.

Capital and Economic Development Funds North/East Subregions 32% of remaining funds for facilities, infrastructure and economic development.

Capital and Economic Development Funds South Subregion 68% of remaining funds for facilities,

infrastructure and economic development.

The North/East Sub-region consists of the following 21 cities and towns:

Duvall, Medina, Skykomish, Mercer Island, Snoqualmie, Beaux Arts Village, Newcastle, Kirkland, Issaquah, North Bend, Bothell (King County portion), Kenmore, Redmond, Yarrow Point, Carnation, Hunts Point, Clyde Hill, Lake Forest Park, Sammamish, Woodinville, Shoreline, Unincorporated King County.

The South Sub-region includes the following 12 cities, towns and census designated places:

Algona, Renton, Black Diamond, Enumclaw, SeaTac, Maple Valley, Tukwila, Burien, Normandy Park, Covington, Pacific, Des Moines, Unincorporated King County.

HOME

The HHCDD Housing Finance Program awards HOME funds through a competitive process. Funds are distributed county-wide to the members of the HOME Consortium, which includes the cities of Auburn, Bellevue, Kent and Federal Way.

Discussion

A map of the Consortium regions is included with this Action Plan, along with maps of the low- and moderate-income block groups for King County.

Affordable Housing

AP-55 Affordable Housing - 91.420, 91.220(g)

Introduction

Due to the nature of construction pipelines, in 2021 three HOME funded projects, with a total of 41 units, were completed and opened (and closed out in IDIS). This is less than the 2021 annual projected goal of 52. These three projects include 10 Home Ownership units (Sammamish Cottages) and 31 rental units (Sunset Court and Kent). There is one additional project (La Fortuna 3) currently under construction which will be completed and closed out in IDIS in 2022, which will create an additional 11 Home Ownership units. The 41 units completed and closed out in 2021, combined with the projected closing of 11 units in 2022—for a total of 52 units equates to the One Year Goal for 2021.

Projected 2022 closings only include Habitat’s La Fortuna Phase 3 (with 11 Home Ownership units). This project was mentioned above and was originally projected to be completed in 2021. The other projects that were originally expected to be completed in 2022 have been delayed and will not be completed until 2023. These two projects are Homestead Community Land Trust Riverton Park, with 11 Home Ownership units, and Vashon Household, with 11 HOME rental units. Due to those expected delays the 2022 goal has been revised to 11 units only.

One Year Goals for the Number of Households to be Supported	
Homeless	0
Non-Homeless	11
Special-Needs	0
Total	11

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

One Year Goals for the Number of Households Supported Through	
Rental Assistance	0
The Production of New Units	11
Rehab of Existing Units	0
Acquisition of Existing Units	0
Total	11

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

Discussion

The Consortium works closely with other public funders, including the Washington State Housing Finance Commission, Washington State Housing Trust Fund, A Regional Coalition for Housing, South King County Housing and Homelessness Partners, local jurisdictions, private lenders, and housing authorities

to create a range of affordable housing, with special emphasis on deeply affordable rental units.

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

Introduction

The Consortium Consolidated Housing and Community Development Plan (Consolidated Plan) addresses two housing authorities, the King County Housing Authority (KCHA) and the Renton Housing Authority (RHA). Both housing authorities have proactive and successful maintenance programs and staffing to maintain the quality of their housing stock. The King County Housing Authority is one of 39 housing authorities nationwide originally selected to participate in the Moving to Work demonstration program. Both the King County Housing Authority and the Renton Housing Authority participate in planning and coordination efforts with public funders, the Affordable Housing Committee, King County Regional Homelessness Authority and jurisdiction partners. RHA redeveloped their public housing utilizing Low-Income Housing Tax Credits (LIHTC).

As a regional housing authority, KCHA's properties and service area includes 17 school districts. KCHA serves over 15,000 children through its subsidized housing programs each year and education partnerships remain a focus. Although some of these districts rank among the strongest in the country, many face the challenge of educating large numbers of children from high-poverty communities and children from families experiencing homelessness. KCHA continues to partner with the Highline and Tukwila School Districts to provide short-term rent subsidies to school-aged children experiencing homelessness and their families, and with Highline Community College to provide time-limited rental subsidies to college students who are facing housing instability and homelessness.

KCHA continues to focus on ensuring broad geographic choice for recipients of low-income housing assistance. KCHA has piloted multiple housing mobility programs and implemented multi-tiered payment standards for the Housing Choice Voucher (HCV) program, which provide higher subsidies in more costly rental markets. The agency has also acquired a number of properties in high opportunity neighborhoods and along emerging high capacity transit corridors. KCHA's acquisitions have helped the agency grow its inventory of affordable homes to 12,411 units countywide.

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

KCHA continues to focus on maintaining the physical quality of its subsidized housing. In 2022, KCHA will invest nearly \$16 million to upgrade its federally assisted housing stock. These investments improve housing quality, reduce maintenance costs and energy consumption, and extend the life expectancy of its housing stock. KCHA will also continue pre-development work for the extensive rehabilitation of Kirkland Heights and Juanita View, two recently acquired Project-based Rental Assistance properties in Kirkland. As the COVID-19 pandemic continues, the agency will continue to pursue partnerships with community based organizations to ensure residents of public housing are safe and connected to critical services and resources.

The RHA and the City of Renton have a vision for the Sunset Area Community Revitalization and Sunset

Terrace Redevelopment. This starts with the redevelopment of 100 units of distressed public housing units and replacement with higher density and quality, sustainable housing that will be a catalyst for new private housing and business investment in the 269-acre Sunset Area neighborhood. The plan seeks to leverage public investment to catalyze private property development and create opportunities for market-rate and affordable housing, plus retail investment. The following Sunset Area Community Revitalization improvements will benefit the entire community:

- “Complete Streets” upgrades
- Improvements to storm water drainage systems
- New and rehabilitated parks and recreational facilities
- New public library
- New childhood early learning center
- Better connection to support services for public housing residents
- Sustainable infrastructure
- Bike and walking paths
- Mixed income and higher density housing.

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

KCHA has a number of programs that aim to encourage self-sufficiency among recipients of subsidized housing assistance, including operation of a Family Self-Sufficiency (FSS), on-site workforce development training, and rent policies that allow residents to earn additional money before seeing an immediate change in their rent. In addition, the Authority operates five manufactured housing communities and both of its HOPE VI projects in White Center have included development of new market-rate homeownership units.

If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance

Neither the KCHA nor the RHA is designated as troubled.

Discussion

Both the KCHA and the RHA participate in planning and coordination efforts with public funders, the Housing Development Consortium of Seattle-King County and jurisdiction partners. The KCHA is completing the market-rate homeownership component of a successful Hope VI redevelopment initiative in White Center.

AP-65 Homeless and Other Special Needs Activities - 91.420, 91.220(i)

Introduction

Information for the homeless needs assessment in the Consolidated Plan came from three sources: 1) Point-in-Time Count, typically conducted in January; 2) HMIS system; and 3) the Continuum of Care Strategic Plan. This system includes emergency shelter, transitional housing, rapid rehousing, and permanent housing with supports. The Consortium works to ensure that all projects serving people experiencing homelessness, including projects funded with ESG, are consistent with the vision, principles and recommendations of the Strategic Plan. King County adheres to the HMIS operating standards and all reporting and program evaluation is through HMIS.

Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including

Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs

Outreach to homeless persons is an important component of efforts to end homelessness in King County. Numerous longstanding programs focus on individuals with behavioral health conditions (PATH, DESC, HOST, PACT, Valley Cities Veteran Services) and chronic substance use disorder (REACH). A mobile medical outreach team operates in south King County, and Healthcare for the Homeless Network nurse/mental health outreach teams operate in six cities. Outreach workers coordinated at a system level provide outreach to homeless/LGBTQ/at-risk youth. Vehicle-focused outreach is active in both east and south King County. Kids Plus works with families on the streets, in tent cities, or car camps countywide. Veteran outreach is undertaken by King County Veteran's programs, as well as federal Supportive Services for Veteran Families program. Many of these teams take advantage of existing meal programs to make non-threatening contact with individuals or families.

Addressing the emergency shelter and transitional housing needs of homeless persons

The Consortium utilizes ESG resources for emergency shelter and rapid rehousing. In 2022, two emergency shelter programs and one rapid re-housing program will be funded with ESG.

Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were

recently homeless from becoming homeless again

In 2022, King County will support the work of the King County Regional Homelessness Authority (KCHRA) which has taken over the management of the coordinated entry system for homeless populations in 2021. As a part of the overall continuous improvement to the crisis response system, Coordinated Entry for All (CEA) now under the management of the KCHRA, is a key element to improve the delivery of help for persons experiencing homelessness. This is especially important for chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth to make the transition to permanent housing and independent living. This, along with rigorous review of any other barriers for people experiencing homelessness to secure housing, such as screening criteria, is part of a comprehensive approach to assist the hardest to house people living on the streets and in shelters. As a part of the CEA Housing Triage Tool score, each person receives an evaluation for the appropriate level of support services to retain housing. The Housing Triage Tool was adjusted to include COVID factors in 2021 and going forward.

Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs.

The Consortium, as a part of homeless prevention efforts, continues to work on developing and securing housing for people being discharged from publicly funded institutions and systems of care. The Consortium has developed a significant number of housing units for youth and young adults with a focus on young adults who recently exited the foster care system.

The King County Housing Authority developed a partnership program with the Highline and Tukwila school districts to assist homeless students remain in their home school and to secure housing for the family. In 2020, KCHA launched a program that assists community college students who are facing housing instability and homelessness while they pursue postsecondary education. KCHA allocates time-limited rental subsidies to the program, which aims to reduce student homelessness and improve college graduation rates for low-income students. In 2021, KCHA was awarded 66 Foster to Youth Independence (FYI) Family Unification Program (FUP) vouchers, focused on youth exiting the foster care system.

Discussion

Formerly homeless households receiving rapid rehousing and nearing program exit are extremely low-income and moderately to severely cost burdened. In many cases, these households struggle with behavioral health needs that impact their housing and stability. The regional homeless system focuses

more on RRH, housing first, and housing-focused strategies, and will continue to emphasize mainstream services for other stability needs.

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AP-75 Barriers to affordable housing -91.420, 91.220(j)

Introduction

The Consortium works to address barriers to people accessing affordable housing, increase the supply of affordable housing, and create opportunities for residents to earn a living wage. King County is also reviewing public policies for land use and zoning barriers that may limit housing development opportunities.

Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment

King County and the Consortium member jurisdictions engage in ongoing efforts to advance public policy and programs for the purpose of increasing the supply of affordable housing. This includes the following activities: 1) evaluation of regulatory barriers to housing production and affordability, 2) coordinated planning activities among the jurisdictions, and 3) zoning features, such as a proposed inclusionary housing program for Skyway-West Hill and North Highline. This collaboration occurs across a variety of organizations including the Affordable Housing Committee and through co-creating programs with community based organizations.

Discussion

The King County Growth Management Planning Council (GMPC), Affordable Housing Committee (AHC), member jurisdictions, and the Consortium conduct regular efforts to identify and address barriers to people accessing affordable housing. Among these efforts was the 2021 update to the King County Countywide Planning Policies (CPP), which guides King County jurisdictions' development of their Comprehensive Plan Housing Elements.

The AHC is tasked with implementing the King Regional Affordable Housing Task Force's Five-Year Action Plan, which includes recommendations aimed at addressing the unintended effects of public policies which may present barriers to affordable housing, including:

- Goal 3: Prioritize affordable housing within a half mile walkshed of existing and planned frequent transit services, with a particular priority for high-capacity transit services.
- Goal 6: Promote greater housing growth and diversity to achieve a variety of housing types at a range of affordability and improve jobs/housing connections throughout King County.

In 2022, the AHC will work to establish subregional or jurisdictional affordable housing needs, establish stronger systems to monitor and report on progress to meet countywide need and align with the CPP Housing Chapter in the regional affordable housing dashboard and reports, recommend to the GMPC an

accountability and implementation framework for equitably meeting affordable housing needs, and recommend to the GMPC any CPP amendments necessary to implement their recommendations.

During 2022, King County and the Skyway-West Hill and North Highline communities will continue to work together to implement the recommendations of the Skyway-West Hill and North Highline Anti-displacement Strategies Report. This work intends to prevent and mitigate the impact of displacement and the risk of displacement in these two communities.

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AP-85 Other Actions - 91.420, 91.220(k)

Introduction

During the 2022 program year, the third year of the Consolidated Plan period of 2020-2024, the Consortium will take actions planned to address the following needs and priorities.

Actions planned to address obstacles to meeting underserved needs

The Consortium prioritizes serving people and households who are the most vulnerable and lowest income, including persons who are experiencing homelessness and have special needs. During the course of the program year, the Consortium will work closely with the local Continuum of Care (CoC) and funding partners to maximize housing and services delivery.

King County is making a significant effort to work with communities in unincorporated areas in a collaborative manner. The King County 2021-2022 Biennial Budget changed the County's approach to working with communities in unincorporated areas. Targeted investments will empower affected community members to co-create priorities and support the requests of community-based organizations. These include a participatory budget process to determine uses for \$10 million in new capital projects in the urban unincorporated areas of Skyway, White Center, Fairwood, East Federal Way, and East Renton, and \$10 million in seed funding for a community center in Skyway, a long-time need that has been requested from the community.

In 2021, King County began implementation of the Health through Housing program. This program acquires and preserves existing single-room settings, such as hotels and long-term care facilities, to provide emergency and permanent supportive housing for people experiencing chronic homelessness. The program will also fund operating and supportive services, including behavioral health services, within housing to keep people healthy and housed. King County imposed an additional sales tax of 0.1%, as authorized by RCW 82.14.530, to fund this program. As of December 2021, King County has purchased nine properties in five different cities through this initiative, totaling 850 units:

- Renton – 110 units;
- Seattle Uptown – 71 units;
- North Seattle Aurora – 99 units;
- Redmond – 144 units;
- Auburn – 102 units;
- Seattle Downtown – 12 units;
- Federal Way – 101 units;
- Pioneer Square – 80 units; and
- North Seattle Stone – 131 units.

The Health through Housing initiative seeks to further fair housing by housing people who are

chronically homeless with a focus on addressing racial-ethnic disproportionality in this population. Each chronically homeless household, by definition, includes an adult with a disability. DCHS will monitor the demographics of incoming residents to ensure the initiative continues to address barriers to housing for these populations. This work will continue in 2022.

Actions planned to foster and maintain affordable housing

The Consortium works to leverage potential funding sources to increase the supply of affordable housing, and work as a region to foster and maintain existing affordable housing stock. One of the primary tools used to finance affordable housing is the Low-Income Housing Tax Credit (LIHTC) program. In addition to tax credits, many of the larger affordable housing projects leverage private debt to maximize public resources. King County has additional local and state funding sources for housing.

In 2019, the Affordable Housing Committee was established to serve as a regional advisory body to recommend action and assess progress towards implementing the Regional Affordable Housing Task Force (RAHTF). The RAHTF produced a Five-Year Action Plan specifically aimed at eliminating the cost burden for households earning 80% Area Median Income and below, with a priority of serving households at or below 50% Area Median Income. The Affordable Housing Committee includes both elected officials and stakeholder members. Stakeholder membership includes for-profit and affordable housing developers, housing authorities, and tenants' rights organizations.

In 2019, the Consortium funded and completed the Analysis of Impediments to Fair Housing Choice, which provided fair housing testing, an in-depth analysis on the barriers facing residents across King County, and a regional view of the barriers to fair housing. The following recommendations were developed to address the top fair housing barriers identified:

- Invest in programs that provide fair housing education, enforcement and testing.
- Engage underrepresented communities on an ongoing basis to better understand barriers and increase access to opportunity.
- Provide more housing for vulnerable populations.
- Provide more housing choices for people with large families.
- Support efforts to increase housing stability.
- Preserve and increase affordable housing in communities at high risk of displacement.
- Review zoning laws to increase housing options and supply in urban areas.
- Work with communities to guide investments in historically underserved communities.
- Support the Affordable Housing Committee's efforts to promote fair housing.
- Report annually on Fair Housing Goals and progress.

King County will continue to affirmatively further fair housing through 2022 and beyond. Key programs or initiatives King County will undertake include the Eviction Prevention and Rental Assistance Program, facilitating a participatory budget process to determine uses for \$10 million in new capital projects in

the urban unincorporated areas, implementing the Health through Housing Plan, implementing recommendations from the Skyway-West Hill and North Highline Anti-displacement Strategies Report, providing funding for affordable housing units with three or more bedrooms for larger families, and planning for growth through a health and equity lens. King County will also complete a 2021 progress report towards meeting the goals of the 2019 Analysis of Impediments to Fair Housing Choice.

Actions planned to reduce lead-based paint hazards

T

The King County Housing, Homelessness, and Community Development Division (HHCDD) continues to implement a Lead-Based Paint Program. HHCDD follows the Title X framework established by the U.S. Congress in 1992. This legislation resulted in the final lead-based paint rule, 24 Code of Federal Regulations (CFR) part 35 and 40 CFR part 745, which guides our program through this important process. As of April 22, 2010, HUD and the U.S. Environmental Protection Agency (EPA) collaborated on a new Lead-Based Paint Rule called Renovate, Repair and Paint Rule (RRP). This is an EPA/HUD certified training process (402 of TSCA, 40 CFR Part 745, Subpart L) that is required for all contractors and construction workers working on homes built before 1978. This rule went into effect April 22, 2010. To assist contractors doing business with the County and participating in projects through the King County Housing Repair Program (HRP), this certified EPA training, conducted by King County, is offered as an additional service to the construction community participating in Housing Repair projects. HUD has not changed the lead-based paint requirements, but has adopted the new RRP training and certificate process. Buildings constructed before 1978 and scheduled for rehabilitation are assessed for lead-based paint risks and potential hazards. A lead-based paint risk assessment is frequently obtained to assess potential lead-based paint risks in the housing projects undertaken. The Washington State Department of Commerce, through their Lead Based Paint program, regulates and coordinates all lead based paint activities in the state of Washington. King County HRP is a State certified RRP trainer and listed as a certified firm under #9033 and a State Lead Based Paint Risk Assessor.

If the construction process will disturb painted surfaces that contain lead, the contractors will implement safe work practices throughout the construction activity. Licensed and bonded contractors working on projects containing lead paint are trained and certified under the RRP training model, as well as HUD's safe-work practices and interim control procedures. These procedures are designed to reduce exposure risks when dealing with lead-based paint. At the conclusion of a construction process, the contractor will obtain a final clearance report when disturbing lead paint. This indicates the completion of the project and certification that it is clean, safe, and decent housing, and free of lead dust at time of inspection and final clearance. These techniques reduce the potential long-term exposure to lead

hazards in homes of King County residents served by our programs.

Actions planned to reduce the number of poverty-level families

King County staff across departments are working with a large variety of partners on several initiatives to move toward reduction in the number of poverty-level families of, including:

- **Best Starts for Kids Levy** – Best Starts for Kids Levy focuses on eight investment areas that prioritize promoting positive outcomes for kids, preventing negative outcomes, intervening early when kids and families need support, and building on community strengths. King County voters approved the renewal of the Best Starts for Kids Levy and the King County Council approved the 2022-2027 Implementation Plan in November 2021.
- **Communities of Opportunity** – King County collaborates with the Seattle Foundation for the Communities of Opportunity initiative with the ambitious goal of creating greater health, social, economic and racial equity in King County so that all people have the opportunity to thrive and prosper.
- **Veterans, Seniors, and Human Services Levy** – King County Adult Services Division (ASD) administers the Veterans, Seniors, and Human Services Levy. Through collaborative partnerships with local agencies and community organizations, ASD provides services focused on housing stability, financial stability, healthy living, social engagement and service system access and improvement.
- **Eviction Prevention and Rental Assistance Program** – King County continued to accelerate rental assistance payments in 2021 and will continue in the first two quarters of 2022. Preventing eviction will increase family stability and help prevent families from entering poverty.
- **King County Jobs and Housing Program** – In 2021, King County allocated \$40 million for a program that connects people at risk of homelessness with rapid rehousing and other housing services, temporary employment, and professional skills development with King County or partner agencies. This program will continue in 2022.

These specific initiatives are tied together through a broad, results-based framework to create profound changes that will move the region to a system that is primarily preventative rather than crisis-oriented. Policy and system change needs will be identified through this work at many levels of government, and cross-sectoral approaches used to address these needs.

Actions planned to develop institutional structure

Two primary activities in 2022 will develop additional institutional structure. The King County Regional Homelessness Authority will function as the region's Continuum of Care, formerly housed within "All Home," and seeks to conduct unified planning and coordination of funding and services for people experiencing homelessness countywide. In 2022, the King County Regional Homelessness Authority Governing Committee will continue to hire staff and build out their programs, reaching out to

community members, and reviewing services in each subregion of King County.

The Affordable Housing Committee, supporting subregional collaborations, added a Community Partners Table to increase the representation of community voices for underserved and vulnerable populations. This addition to the Affordable Housing Committee structure will enhance the capacity to incorporate equity principals in the subregional collaborations and planning work.

Actions planned to enhance coordination between public and private housing and social service agencies

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The Consortium takes a regional approach, engaging in ongoing coordination between jurisdictions, housing providers, health providers and service agencies. The 38 members of the Consortium conduct and participate in ongoing meetings with each other and regularly engage with multiple stakeholders. These include: Affordable Housing Committee, Washington State Housing Finance Commission; Washington State Department of Commerce; ARCH; SKHHP; public housing authorities (King County Housing Authority, Renton Housing Authority, and Seattle Housing Authority); King County Regional Homelessness Authority; nonprofit housing and service providers; members of the Housing Development Consortium of Seattle-King County; Public Health-Seattle & King County; Human Services Planners for North, East and South King County; and the DCHS Behavioral Health and Recovery Division. This coordination is ongoing throughout the program year and, together with official stakeholder and public meetings, informs recommendations for the JRC.

Discussion

Program Specific Requirements

AP-90 Program Specific Requirements - 91.420, 91.220(I)(1,2,4)

Introduction

Community Development Block Grant Program (CDBG) Reference 24 CFR 91.220(I)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	400,000
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	0
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	0
5. The amount of income from float-funded activities	0
Total Program Income:	400,000

Other CDBG Requirements

1. The amount of urgent need activities	0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	100.00%

HOME Investment Partnership Program (HOME) Reference 24 CFR 91.220(I)(2)

1. A description of other forms of investment being used beyond those identified in Section 92.205 is

as follows:

King County will only use forms of investment that are described in 92.205(b).

2. A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 92.254, is as follows:

The House Key – ARCH Program may originate loans if there is homebuyer activity during the year with existing prior year program income, which is received when homebuyer loans (made with HOME funds) are repaid.

3. A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds? See 24 CFR 92.254(a)(4) are as follows:

Please see the guidelines for resale and recapture and a chart to graphically represent the provisions attached in IDIS.

4. Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows:

The County does not use HOME funds to refinance existing debt described under 92.206(b).

Emergency Solutions Grant (ESG)

1. Include written standards for providing ESG assistance (may include as attachment)

Written standards for providing ESG assistance are attached in IDIS.

2. If the Continuum of Care has established centralized or coordinated assessment system that meets HUD requirements, describe that centralized or coordinated assessment system.

King County will support the work of the King County Regional Homelessness Authority which has taken over the management of the coordinated entry system for homeless populations in 2022. National research identifies coordinated entry as a key component for an effective homeless system because it improves the quality of client screening and assessment, matches clients to appropriately targeted services and resources, and promotes a more efficient use of resources. Coordinated entry processes prioritize assistance based on vulnerability and severity of service needs to ensure that people who need assistance the most can receive it in a timely manner. This is done using a Dynamic

Prioritization model, which uses population-specific prioritization criteria (i.e. assessment result, unsheltered status, length of time homeless) to identify the most vulnerable households and utilizes a case conferencing model to connect prioritized households to housing based on the anticipated number of available housing resources over the next 60 days. During the COVID pandemic, CEA is also taking COVID risk factors into account.

Chronically homeless individuals and families, families with children, veterans, unaccompanied youth, and young adults will all be a part of the coordinated system in 2022. In addition, CEA utilizes regionally based resource centers, known as regional access points, which serve as the primary front door for the homeless housing system. Team members for CEA are King County Regional Homelessness Authority employees and continue to work closely with HHCCD team members.

3. Identify the process for making sub-awards and describe how the ESG allocation available to private nonprofit organizations (including community and faith-based organizations).

King County ESG grants for emergency shelter and rapid rehousing are awarded to sub-recipient agencies through a competitive process that may be conducted for a multi-year period of annual ESG awards. Nonprofit agencies and faith-based organizations participate. The projects selected through this process must demonstrate a direct benefit to the geographic area of the Consortium, consortium cities and unincorporated King County residents. In addition, King County's CoC representative body, is consulted and has approved the use of King County ESG funds for emergency shelter and rapid rehousing.

4. If the jurisdiction is unable to meet the homeless participation requirement in 24 CFR 576.405(a), the jurisdiction must specify its plan for reaching out to and consulting with homeless or formerly homeless individuals in considering policies and funding decisions regarding facilities and services funded under ESG.

The jurisdiction meets the homeless participation requirement in 24 CFR 579.405(a) with the Continuum's Consumer Advisory Council (CAC) and the Lived Experience Coalition (LEC). The CAC consists of approximately 20 members who have experienced homelessness in King County, and people in poverty who are at risk of becoming homeless. Membership is structured so that it represents the broad array of people who experience homelessness in King County by region, age, ethnicity, gender and family composition.

The CAC works to ensure that the effort to end homelessness in King County incorporates the expertise of people who experience homelessness at all levels of implementation, evaluation, and plan revision.

The role of the CAC is outlined below.

- Identify problems in the current systems of housing and services that are particularly important to

correct.

- Give input to the various CoC workgroups on what strategies will be most effective, from a person who is/was homeless, on ending homelessness.
- Suggest ways that community members can participate in activities to learn more about homelessness.
- Educate policy makers and legislators on how laws and regulations affect people who are homeless and what changes could help people move out of homelessness.
- Advocate for system reform and increased funding at the local, state and federal levels in support of the Strategic Plan, in coordination with other All Home committees and efforts.

The Continuum is committed to ensuring that the CAC representatives are provided with stipends and transportation assistance, as needed, to support their attendance.

As a newer addition to efforts for the Lived Experience Coalition (LEC) is also supported by the Continuum to ensure robust participation of persons with lived experience in the CoC governance structure, and input from a broader group of individuals. This support includes stipends, and dedicated staff support.

5. Describe performance standards for evaluating ESG.

Performance Standards and Evaluation of Outcomes - All projects adhere to the HMIS operating standards and all reporting and program evaluation is completed through HMIS. Within HMIS, data for target populations, youth and young adults, singles, and families, is collected for the following three categories: 1) exit to permanent housing; 2) average program stay; and 3) return to homelessness. This information is collected for emergency shelters, transitional housing, permanent supportive housing, prevention, and rental assistance programs. Actual performance is measured against the target goals.

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