



## SCA Public Issues Committee

### AGENDA

June 10, 2015 – 7:00 PM

Renton City Hall

1. **Welcome and Roll Call** – Mayor Bernie Talmas, Woodinville, Chair 2 minutes
2. **Public Comment** – Mayor Bernie Talmas, Woodinville, Chair 10 minutes
3. [Approval of minutes – May 13, 2015 meeting](#) 2 minutes  
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4. **Chair’s Report** – Mayor Bernie Talmas, Woodinville, Chair 5 minutes
5. [Committee to End Homelessness \(CEH\) Strategic Plan](#) 15 minutes  
POTENTIAL ACTION ITEM  
Page 22  
Ellie Wilson-Jones, Policy Analyst  
(5 minute update, 10 minute discussion)
6. [Best Starts for Kids Levy](#) 25 minutes  
POTENTIAL FUTURE ACTION ITEM  
Page 71  
Katie Kuciemba, Senior Policy Analyst  
*Note: Diane Carlson, King County Executive Staff will be available to answer questions*  
(5 minute update, 20 minute discussion)
7. [Service Guidelines Task Force](#) 20 minutes  
DISCUSSION ITEM  
Page 79  
Katie Kuciemba, Senior Policy Analyst  
(5 minute update, 15 minute discussion)
8. [King Conservation District Advisory Committee Update](#) 10 minutes  
DISCUSSION ITEM  
Page 84  
Doreen Booth, Policy Analyst  
(5 minute update, 5 minute discussion)

9. [2015 Legislative Session Update](#)

DISCUSSION ITEM

15 minutes

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Katie Kuciemba, Senior Policy Analyst  
(5 minute update, 10 minute discussion)

10. [Future Levies and Ballot Measures in King County](#)

DISCUSSION ITEM

5 minutes

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Katie Kuciemba, Senior Policy Analyst  
(2 minute update, 3 minute discussion)

11. [SCA Issues for 2015](#)

DISCUSSION ITEM

5 minutes

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Katie Kuciemba, Senior Policy Analyst  
(2 minute update, 3 minute discussion)

12. **Informational Items**

a. [Local Hazardous Waste Management Program \(LHWMP\) Update](#)

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13. **Upcoming Events**

- a. SCA Networking Dinner – Wednesday, July 1, 2015 – 5:30 PM TPC Snoqualmie Golf Club Banquet Center
- b. SCA Public Issues Committee Meeting – Wednesday, July 8, 2015 – 7:00 PM – Renton City Hall

14. **For the Good of the Order**

15. **Adjourn**

### **Did You Know?**

A group, led by real-estate investor Ray Bartoszek, has proposed to build a major sports arena in Tukwila. The proposed 19,500 seat "Northwest Arena" would host up to 230 events, would hold and meet Silver LEED status. The proposed site of the Northwest Arena is just steps from Tukwila Station, which is served by Metro buses, Amtrak, and Sound Transit Sounder rail.

The Northwest Arena would be privately financed, and could be home to a National Hockey League (NHL) franchise. The Tukwila project also aspires to house a National Basketball Association (NBA) franchise. Seattle Supersonics star "Downtown" Fred Brown and NBA legend Bill Russell are on Bartoszek's team along with architect Jerry Lee of Seattle-based MG2.

Tukwila Mayor Jim Haggerton has sent letters to both NHL Commissioner Gary Bettman and NBA Commissioner Adam Silver urging them to consider the Tukwila plan.

Learn more about the proposal and see artist renderings of the Northwest Arena [here](#).

# Sound Cities Association

## **Mission**

To provide leadership through advocacy, education, mutual support and networking to cities in King County as they act locally and partner regionally to create livable vital communities.

## **Vision**

To be the most influential advocate for cities, effectively collaborating to create regional solutions.

## **Values**

SCA aspires to create an environment that fosters mutual support, respect, trust, fairness and integrity for the greater good of the association and its membership.

SCA operates in a consistent, inclusive, and transparent manner that respects the diversity of our members and encourages open discussion and risk-taking.



## SCA Public Issues Committee

### DRAFT MINUTES

May 13, 2015 – 7:00 PM

Renton City Hall

1055 S Grady Way, Renton WA 98057

#### 1. Welcome and Roll Call

PIC Chair Mayor Bernie Talmas, Woodinville, called the meeting to order at 7:03 PM. 26 cities had representation ([Attachment A](#)). Guests present included: Bill Peloza, Auburn Council; Deputy Mayor Chris Eggen, Shoreline; John Stilin, Redmond Council; Shelley Kloba, Kirkland Council; Dawn Dofelmire, Algona Council; Paula Waters, Woodinville Council; Chris Searcy, City of Enumclaw; Michael Hursh, City of Auburn; Kamuron Gurol, City of Burien; Diane Carlson, King County Executive's Office; Mark Putnam, King County Committee to End Homelessness; Maria Wood, Board of Health.

Chair Talmas welcomed Katie Kuciemba, SCA's new senior policy analyst.

#### 2. Public Comment

Chair Talmas asked if any member of the public had any public comment. Seeing none, Chair Talmas closed the public comment portion of the meeting.

#### 3. Approval of the April 8, 2015 Minutes

Council President Hank Margeson, Redmond, seconded by Council President Ed Prince, Renton, to approve the April 8, 2015 meeting minutes.

There was no discussion. The motion passed unanimously.

#### 4. Chair's Report

Chair Talmas reported that the SCA Executive Committee met with Seattle Council President Tim Burgess, who is anxious to work with SCA on regional issues. Chair Talmas reported that the SCA Executive Committee also met with Seattle Mayor Ed Murray, who is looking forward to continued work with SCA and increase the relationship. SCA leadership will be meeting quarterly with both the Mayor and Council President of Seattle.

#### 5. Executive Director's Report

Deanna Dawson, SCA Executive Director, reported that SCA is now fully staffed. She reintroduced new Senior Policy Analyst Katie Kuciemba and Policy Analyst Ellie Wilson-Jones, who join Policy Analyst Doreen Booth and Administrative Services Manager Kristy Cole-Burwell on SCA's staff. Kuciemba will focus largely on transportation, Wilson-Jones on human services and law & justice, Booth on land use, while Dawson will staff economic development issues.

Dawson reminded the PIC that the SCA Board had identified economic development, human services, and transportation as top areas of concern for the organization in 2015. On economic development, Dawson noted that she is beginning to plan a public sector economic development summit that SCA will co-sponsor with the County. More details will come back to PIC as they become available. She also noted that several SCA members will be joining the Seattle Chamber on their upcoming intercity mission to Chicago, due to SCA's new partnership with the Chamber. SCA is also on the steering committee to plan the Chamber's 2015 Leadership Conference. On human services, Dawson noted that the PIC will be hearing about efforts on the Committee to End Homelessness strategic plan and the proposed Best Starts for Kids levy later in the agenda, and referred members to the MIDD update in the packet as an informational item. On transportation, the PIC will be hearing about efforts on the Service Guidelines Task Force and efforts in Olympia to pass a transportation package later in the agenda. Dawson reminded the PIC that Metro was starting their Long Range Planning effort. Metro held a "visioning workshop" in Seattle and Dawson noted that the SCA Board had sent a letter to Metro urging them to hold workshops in the South and North/East as well. In response, Metro will now be holding two additional events: at the Federal Way Council Chambers on May 18, 2015, 6:00-8:00 p.m., and at Bellevue College on May 19, 2015, 6:00-8:00 p.m. Additionally, Metro and Sound Transit announced four additional public meetings to discuss changes to the bus system when two new light rail stations open in early 2016. Specifically, these meetings will focus on proposed changes to Eastside bus routes on the SR 520 corridor to increase capacity and provide connections to stations. Staff will be sending details to members.

Dawson noted that another 2015 SCA Board priority was developing better relationships with Seattle. To that end, SCA Board leadership met last week with the Mayor and Council President of Seattle. Topics of discussion included transportation, the Committee to End Homelessness strategic plan, and the value of regionalism. They agreed to meet on a quarterly basis moving forward.

Another SCA Board priority is breaking down partisanship in Olympia. SCA members have been doing outreach to leaders with local government background from both parties to discuss SCA priorities, especially passing a transportation package. She noted that SCA's next networking dinner will be on July 1 in Snoqualmie, and we have invited leaders from both parties to come and give a recap of the session. She encouraged cities to submit proposals for RISE presentations for the dinner.

Dawson reported that the SCA Board met last month in Sammamish and had an informative tour. Their May meeting will be held in Tukwila. She and SCA President Matt Larson also toured Newcastle, and are finalizing their visits to all 36 SCA cities.

Dawson noted that it was filing week, and that several active members of SCA have announced that they will not be seeking reelection. She asked that members let SCA know of retirements on their councils, so that SCA could begin transition planning. She noted that due to retirements and term limits, there would be several seats open on the SCA Board in 2016, including at least 1 vacancy in each of the 4 caucuses.

## **6. Committee to End Homelessness – Draft Strategic Plan 2015-2018**

Chair Talmas explained that the Committee to End Homelessness (CEH) draft Strategic Plan (the plan) is before the PIC as a potential future action item and, with PIC action tonight, would come back to the PIC June 10, 2015. He noted that the PIC had reviewed earlier drafts of the plan and requested that the deadline for revision be extended. That extension was granted and has allowed for extensive changes.

Deanna Dawson, SCA Executive Director, reported that CEH staff have been very receptive to comments from SCA member cities and the plan has been heavily edited as a result. Dawson recognized CEH Director Mark Putnam, in attendance this evening, and recounted that SCA appointees to the CEH Governing Board and Interagency Advisory Council (IAC), as well as Mayor Nancy Backus, Auburn, and staff from member cities have been engaged in reviewing and redrafting the plan. Dawson thanked the PIC for bringing on new staff and noted that SCA Policy Analyst Ellie Wilson-Jones has devoted substantial time to ensuring city feedback is incorporated.

Ellie Wilson-Jones, SCA Policy Analyst, reported that all feedback received from member cities has been provided to CEH staff and is largely incorporated into the draft before the PIC. Wilson-Jones noted that the SCA appointees to the CEH Governing Board (Councilmember Doreen Marchione, Kirkland, and Councilmember Lydia Assefa-Dawson, Federal Way) and IAC (Colleen Kelly of Redmond, Michael Hursh of Auburn, and Jennifer Henning of Renton) as well as other SCA member city staff have been engaged throughout the process, reviewing several drafts of the plan, proposing edits, and vetting revisions that were then provided to CEH staff.

Wilson-Jones summarized feedback received from member cities and explained how those comments had been incorporated into the draft before the PIC:

First, there were concerns that earlier drafts lacked details regarding the costs of implementation, funding sources, and lead partners for various strategies. Overall, earlier drafts had a mismatch between extreme prescriptiveness in places and vagueness in others. The plan now explains the funding and housing resources available for implementation and identifies lead partners for action steps for the coming year. In response to feedback about the over prescriptiveness, the plan has moved up a level. With that, there is also acknowledgement in the plan that more work will be necessary going forward to implement the plan. This underlies the importance of having an effective governance structure that includes SCA representation.

Second, on the issue of governance structure, SCA staff has also heard questions and concerns. Previous drafts suggested that the governance structure should be changed but did not clearly state what the new structure would look like or who would be represented. The draft before the PIC now more clearly explains that the existing Governing Board and IAC would be condensed into one body called the Coordinating Board. SCA would have two representatives on the Coordinating Board. While the draft before the PIC now provides more detail about the future Coordinating Board, it also acknowledges that the transition to a new governance structure will require further work including changes to the CEH Charter. Those efforts will continue under the leadership of the existing Executive Committee. SCA does not currently

have a seat on that committee but, thanks to extensive SCA engagement, the plan now calls for creation of a new SCA seat.

Third, there were questions about what the plan means for cities and why it's being created. Seattle and King County are designated to provide fiduciary oversight of a federal funding program for homelessness and therefore must have a community plan under the federal HEARTH act. Other King County cities are not required to create or adopt a plan, but the endorsement and engagement of all cities is sought by CEH so that efforts can be aligned and a greater impact can be achieved. There are also action steps that name local governments or SCA as a lead partner. They are Strategy 1.3, which relates to criminal justice system involvement, and Strategy 2.2, which relates to collaboration between first responders and human services providers. The plan does not require any code changes or any funding commitments from cities.

Finally, member cities objected to references to the "criminalization of homelessness" contained in earlier drafts. There was strong sentiment that this language mischaracterized the efforts and objectives of cities and ignored the broad responsibilities that cities have to their residents, both those housed and unhoused. That language has been removed. Instead, the plan now contains a two-pronged approach to reducing criminal justice system involvement while ensuring public safety. These strategies are 1.3 and 2.2. The IAC has formed a subgroup to continue work on this language. The subgroup was created after advocates of the homeless called for reinserting the original "criminalization of homelessness" language. That group met May 12, 2015 and made progress toward developing additional narrative describing the way laws and policies can impact the homeless. The subgroup is likely to recommend a new strategy be included in the plan that entails partnering with local governments to examine the impacts of existing and proposed laws and policies on people experiencing homelessness and what impact they have on helping people to become housed.

Wilson-Jones said CEH and SCA staff remain available to present to City Councils. Presentations have been given to the Federal Way and Black Diamond city councils and are scheduled for Auburn, SeaTac, Snoqualmie, and Renton.

Wilson-Jones concluded by explaining the recommended action before the PIC is vote to bring the plan back for an endorsement in June, with three caveats explained further in the packet. Chair Talmas asked whether MIDD (Mental Illness and Drug Dependency) sales tax funds that are spent on homelessness are included in among the funding sources detailed in the plan. Dawson answered that MIDD funding dedicated to homelessness is included in the county funding referenced by the plan.

Mayor Nancy Backus, Auburn, moved, seconded by Councilmember Dini Duclos, Federal Way, to bring the following potential policy position back to the next meeting of the PIC:

The Sound Cities Association (SCA) shares the vision of the Committee to End Homelessness (CEH), which is that homelessness is rare in King County, racial disparities are eliminated, and if one becomes homeless, it is brief and only a one-time occurrence. SCA endorses the 2015-2019 CEH Strategic Plan, and its goals of making homelessness

rare, making homelessness brief and one-time, and creating a community to end homelessness.

SCA's endorsement of the CEH strategic plan is conditioned on review and approval of the final language of the plan. Specifically, SCA members support continued inclusion of language in the plan that recognizes that local governments are responsible for ensuring public amenities remain safe and accessible to all, while at the same time acknowledging that addressing behaviors associated with experiencing homelessness solely with a law enforcement response is resource-intensive and may leave underlying causes of homelessness, such as behavioral health crises or lack of shelter, unaddressed. SCA members recognize that approaches that foster collaboration between service providers and first responders, such as law enforcement, can do more to reduce homelessness. SCA objects to language being introduced into that plan that would mischaracterize the efforts of cities as "criminalizing homelessness."

Additionally, SCA's endorsement of the CEH strategic plan is conditioned on review and approval of the governance structure of the CEH. SCA supports clarifying the roles and responsibilities of the subcommittees and their relationship to the Coordinating Board. SCA supports having adequate representation for SCA members on the Coordinating Board, and on the Executive Committee. SCA also supports a role for local government within the governance structure that will connect CEH decision makers with public sector staff to generate ideas for regional and cross-departmental collaboration to ensure CEH strategies are evaluated from a variety of perspectives, including human services, planning, and public safety, among others.

Discussion on the motion ensued.

Backus thanked Wilson-Jones and Dawson for their work on the CEH Strategic Plan and stated that in the past SCA may not have been as involved, but homelessness has since become a greater issue in each city. She stated that while early work on the plan felt like an "us against them" situation, with cities going one way and the CEH going the other, there is now alignment. She thanked Mark Putnam and his staff for listening and responding to difficult feedback. She noted that no city is going to be able to end homelessness on its own and that it will take a regional approach that retains flexibility for each city. She said the latest draft addresses all of the concerns put forward by cities, without pointing fingers, and will allow all to work together.

Councilmember Tola Marts, Issaquah, stated that it has been a collaborative process, in which the city of Issaquah has been involved. He said Issaquah has a long-standing commitment to ending homelessness and has served as the home to tent cities and continues work on a human services campus. Marts noted that cities can achieve better outcomes and act compassionately when they have the full range of options before them, including ordinances that protect public safety. Issaquah was supportive of removing language that mischaracterizes efforts of cities as "criminalization" of homelessness.

Deputy Mayor Catherine Sanford, Lake Forest Park, stated that homelessness is a regional challenge and that the only way to move forward is together. Stanford asked for a clarification

on the motion. Chair Talmas stated that the motion, also contained in the packet, is to bring back the plan for an endorsement next month and that the motion contains conditions on that endorsement because the plan is not yet final. Dawson added that the CEH Governing Board is scheduled to adopt the plan in June.

Councilmember Barry Ladenburg, SeaTac, echoed the need for regional collaboration, noting that the challenges would not be solved by simply pushing the problem from one jurisdiction to another. Ladenburg asked whether the new Coordinating Board would oversee funding decisions. Dawson said that while the Board could make recommendations, it was not envisioned that the County or other funders would delegate their role in making funding decisions to the Board.

Mayor Dave Hill, Algona, asked for clarification regarding the draft that would be before the PIC in June. Dawson stated that the plan would come back to PIC with final language on criminal justice involvement, and on the governance structure.

Council President Hank Margeson, Redmond, stated that local elected officials need to have a full array of options to deal with issues in their communities. He stated that the governance structure needs more specificity, with clarification about the relationship between the Coordinating Board and other CEH committees.

Councilmember Ross Loudonback, North Bend, asked what language was likely to come out of the IAC subgroup. Wilson-Jones stated that the group has discussed adding language stating that some laws and policies disproportionately impact people who are homeless and recommending the creation of a toolkit to assist governments in evaluating whether their policies impact people who are homeless. Dawson stated that SCA staff have made clear that member cities oppose language that mischaracterizes city policies as criminalizing homelessness.

Chair Talmas stated that the packet references a new action step to Strategy 1.2 related to comprehensive plan housing element policies. He said that some of the options listed, including impact fee and multi-family tax exemptions, may not have the support of his City Council. Wilson-Jones thanked Chair Talmas for highlighting this new action step.

The motion passed unanimously.

## **7. Best Starts for Kids Levy**

Chair Talmas introduced the item, noting that this item came to the PIC at the request of the SCA Board Executive Committee.

Deanna Dawson, SCA Executive Director, gave the staff report. As noted in the staff memo in the packet, On April 28, 2015, King County Executive Dow Constantine released details of a proposed "Best Starts for Kids" levy. On April 29, 2015, the Executive transmitted an ordinance to the County Council to place the levy on the November 2015 ballot.

As proposed by the Executive, this would be a six-year levy lid-lift at a rate of 14 cents per \$1,000 of assessed valuation, which would raise approximately \$392.3 over the life of the levy (an estimated \$58 million in the first year, and an average of \$65.4 million through 2021). The cost to the average King County homeowner would be approximately \$56 per year.

The exact programs that will be funded through the levy are not known at this time. Rather, the majority of funding will be “competitively bid in outcomes-focused contracts to community-based organizations ... the county will refine outcomes and indicators through development of a detailed implementation plan with input and consultation from the community.”

The ordinance transmitted by the Executive proposes that levy proceeds be allocated as follows:

- Fifty percent of the revenue generated by the levy would be invested in strategies that focus on children under the age of five, and on pregnant women. This would include funding for Public Health Centers;
- Thirty-five percent of the levy would be invested in strategies focused on youth ages five through twenty-four;
- Nine percent of the levy would be invested in expanding the Communities of Opportunity partnership between King County and the Seattle Foundation;
- Six percent of the levy would be devoted to “evaluation, data collection and improving the delivery of services and programs for children, youth and their communities.”

11% of the levy (\$43 million) would be devoted to sustaining Public Health services serving women and children. These include maternity support, family planning services, Special Supplemental Nutrition Program for Women, Infants and Children (WIC), and the Nurse Family Partnership. This funding would be sufficient to sustain current operations of these programs through 2021. It should be noted that the Best Starts for Kids funding would not entirely close the projected public health funding gap. Passage of the levy would, however, keep the public health services in Auburn, Federal Way, Northshore, and Greenbridge open through 2021.

Dawson noted that Best Starts for Kids is not a preschool levy. However, the County has indicated that the levy could “complement” existing Pre-K programs by having more children coming to school “strong, healthy, and ready to learn.”

Some, including the City of Kirkland, had hoped that the levy might include funding for affordable housing. The levy does not contain capital dollars for housing. Toby Nixon, Kirkland Councilmember, noted that Kirkland would be seeking an amendment to add a housing component to the levy. Dawson distributed a handout, [Attachment B](#), prepared by the County to address this issue. In response to questions raised by the City of Kirkland, the County has noted that while the proposal from the Executive does not contain capital dollars for affordable housing, there is a proposal within the levy to use a portion of initial levy collections (\$16 million) to create a family and youth homelessness prevention initiative modeled on the Housing First pilot project funded by the Bill and Melinda Gates Foundation. The Executive’s office has also pointed out that while this levy does not include capital dollars for affordable

housing, the County will soon have a new resource for affordable workforce housing in coordination with transit investments thanks to the passage of HB 1223 (supported by SCA), which will allow King County to bond against future King County lodging tax revenues to acquire land and build workforce housing and will allow an estimated \$45 million in new housing funds to be released over the next six years. Nixon indicated that Kirkland may ask for a penny of the levy (either an additional penny, or a portion of the funds proposed) go to affordable housing. The proposal may include having dollars distributed back to cities based on a proportional share of revenues raised. Dawson noted that County staff had indicated that this would raise approximately \$4 million. Nixon pointed out that while that amount alone would not be much to help add to affordable housing stock, if bonded against, the impact could be greater.

Dawson opened up the conversation to the PIC for feedback. She asked the PIC what questions they still had about the levy that weren't answered by materials in the PIC packet, and whether the PIC was interested in having the item brought back at the June and July meetings to consider taking a position urging the County Council to place the levy on the November ballot and what, if any, changes to the proposal SCA members would like the County Council to adopt prior to placing the levy on the ballot.

Mayor Nancy Backus, Auburn, was very supportive of bringing the item back for SCA to consider a position of support, noting the importance of investing in prevention. Investing in kids now will result in far fewer dollars needing to be put into the criminal justice system later. While it will take years to see the results, if we don't start investing now the costs will be exponentially larger in the future. Backus was supportive of the Executive's proposal to make the funded programs be results based, and focused on outcomes not just number of clients served. Auburn has also started requiring the programs they fund be based on outcomes.

Councilmember Amy Ockerlander, Duvall, noted that she has not yet had a discussion with her council about this item, but she has been briefed by the Executive's office. She was supportive of bringing this item back, noting the importance of making investments now.

Councilmember Dini Duclos, Federal Way, was also supportive of bringing this item back. She referred to the threatened closure of the health clinic in Federal Way, which her council and mayor stepped in to fill the funding gap to keep the clinic open. She noted that cities do not have the resources to fund public health from their budgets. She also pointed to the great need for additional human services funding in South King County.

Councilmember Bob Keller, Sammamish, was also supportive of bringing the item back, although he had not yet discussed with his council. He noted that studies showed that for every \$1 invested in programs geared at youth, there was a \$17 return on investment.

Deputy Mayor Catherine Stanford, Lake Forest Park, was also supportive of bringing the item back. She noted that it was important to tackle these issues regionally.

Councilmember Barry Ladenburg, SeaTac, commented on the importance of the public health aspect of the proposed levy, and the need to prevent clinics from closing. But he also noted that the County had a number of other levies, including the PSERN levy that just passed.

Eventually voters will face levy fatigue. Ladenburg questioned whether the County was looking at other options to keep the clinics open other than the levy. Dawson responded that although the County and SCA had supported additional funding from the state legislature for public funding, none appeared to be forthcoming. The County had indicated that clinics would likely close unless this levy were approved. Dawson reiterated that the levy would not entirely close the public health funding gap.

Council President Hank Margeson, Redmond, noted that Redmond is supportive of investing in the future of children in King County. However, he was concerned about the many questions remaining about how funds would be allocated, and the governance structure.

Councilmember Bill Boyce, Kent, was supportive of bringing the item back, but questioned the name of the levy, and wondered if there was time to change that.

Chair Talmas noted that the Woodinville Council had discussed and raised questions about what exactly would be funded through the levy.

In response to these questions, Dawson reiterated that other than the funding for the clinics, programs would be funded through a competitive grant application process. SCA members may wish to ask for more clarification on how those decisions would be made. She indicated that the name of the levy appeared to be set at this time. Dawson reviewed the proposed governance structure. The ordinance recommends that the body proposed by the Youth Action Plan report (“an advisory body be created that can assist the Executive and Council as they consider outcomes, policies, and investments for children and families and youth and young adults”) be established, and that this body be the advisory committee for Best Starts for Kids with the exception that the existing governance group for Communities of Opportunity act as the advisory board for the portion of the levy focused on Communities of Opportunity. Dawson noted that SCA has a seat on the Communities of Opportunity governance group. The PIC may wish to recommend that the Council specifically include a seat on any new advisory group for SCA. The PIC may also want to weigh in further on allocation of dollars, and whether there be any detail laid out on whether the dollars be spread throughout the county. Dawson noted that Seattle already has a families and education levy, and questions have been raised about whether the countywide levy should be focused outside of Seattle, where services are needed due to the growing suburbanization of poverty in King County. She noted that as pointed out by many cities, all communities have needs.

Mayor Dave Hill, Algona, asked for more detail on oversight of the levy. He wanted to see more on how the oversight committee would be structured. He also wanted to ensure that cities would not lose their autonomy and ability to decide how city funds are spent. Dawson clarified that the oversight committee proposed by the Youth Action Plan would not have the ability to tell cities how to spend their funds.

Councilmember Amy Ockerlander, Duvall, stated that there is some benefit in having some flexibility in what programs are funded through the levy. Different communities have different needs and face different issues. For example, the City of Duvall has research to show that youth in their community have a high risk for a school shooting incident, and the city is looking at

instituting a program to address this risk. Even affluent communities have issues with drug use by youth. Allowing flexibility in the levy will enable communities to tailor solutions to their needs.

Councilmember Tola Marts, Issaquah, concurred. He noted that while some cities have a higher proportional need, even in the city of Issaquah 30% of children are on the free or reduced lunch program. Even relatively affluent areas of the county have needs for programs geared to youth.

Mayor Matt Larson, Snoqualmie, indicated that he was comfortable with the governance structure proposed, and was supportive of not setting up a new governance structure for the levy. He was also comfortable with the proposal to have a competitive grant process, as it enables funds to be given to proven and promising strategies. He used Encompass Health in the Snoqualmie Valley of an organization that was getting results tailored to that community. He noted that while there were many issues facing youth in Snoqualmie Valley, based on his visits to communities throughout the County there are many other cities that have needs that are far greater. He stated that in his 14 years in government, he cannot think of another area where there would be more return on investment than by investing in youth.

Chair Talmas indicated that the consensus of the PIC was to bring the item back for initial consideration of a position in support in June. Dawson asked that if cities have specific questions they would like answered, or specific changes they would like the PIC to adopt, please let SCA staff know in advance of the June PIC meeting so that information can be included in the PIC packet.

## **8. Service Guidelines Task Force**

Katie Kuciemba, SCA Senior Policy Analyst, gave an update on the work of the Service Guidelines Task Force.

By way of background, Kuciemba reminded members the task force is being asked to review the Metro's service guidelines and recommend potential changes regarding service types, social equity, geographic value, alternative services, and community mobility contracts. The task force has met three times and is anticipated to meet four more before submitting a report with its recommendations for changes to Metro's service guidelines to the King County Executive and Council in July, 2015.

Staff members at King County Metro, the County Executive's Office, and the County Council will work over the summer to translate the recommendations into proposed policy changes. The task force is then expected to meet in the September/October timeframe to discuss the changes that were developed since the last task force meeting and to review draft changes to the Strategic Plan and Service Guideline. Updates to Metro's strategic plan and service guidelines are expected to be transmitted to the County Council in December, 2015.

At the third task force meeting on April 30, 2015, ideas began to emerge regarding the current social equity gaps in transit services. Gaps in the service guidelines include explicitly addressing youth, disabled and elderly populations. An additional gap is ensuring that low-income workers are getting to job centers throughout the county, including travel between suburban centers.

Also discussed at the third task force meeting were possible changes to the service guidelines methodology, which could include placing a stronger emphasis on whether corridors serve low-income areas. Task force members suggested creating a point system that allows for scaling of points for boardings in low income areas and boardings in minority areas.

Finally, the task force made suggestions regarding the service planning and community engagement process used by Metro when considering transit services changes, such as a database of key destinations that could be used to better engage communities.

At the conclusion of the meeting on April 30, 2015, Metro announced plans to invest up to \$89 million for 69,000 additional hours of annual bus service in corridors that have been hit by recent service reductions.

Kuciemba concluded her report by announcing that the fourth meeting of the task force will be held on May 21, 2015. The agenda is expected to include review of suggestions made during the social equity discussion, a discussion on how geographic value is incorporated into Metro's planning process, and beginning a conversation about the role of park & rides. The agenda may also include an overview by Metro of how the service guidelines shaped the previous service reductions.

Mayor Matt Larson, Snoqualmie, expressed some frustration with the task force because Metro has taken several meetings to give background information without significant opportunities for members to discuss the issues. At the April 30, 2015 meeting, the task force debated the definition of social equity. Mayor Larson read the Regional Transit Task Force (RTTF) definition of social equity, "using transit service to address gaps in mobility, and to avoid or mitigate disproportionately high and adverse social, economic or human health impacts for populations that have limited transportation options, including youth, students, elderly, disabled, people of color, those with limited English proficiency, and economically disadvantaged communities. In addition to considering trip origins for people with limited transportation options, consideration should be given to destinations for employment, education, healthcare, social services and other civic engagement activities." Larson noted that the current set of metrics that Metro uses does not adequately address all the components of this definition. For example, the current measure does not look at getting people to where they need to go and creating connections to employment centers and educational centers. Larson observed that there seems to be resistance from Metro to change their service guidelines. Service types are more complex than just "Seattle-core" and "non-Seattle-core" distinctions. At the very least, Metro needs to look at urban, suburban, and rural areas differently.

Deputy Mayor Chris Eggen, Shoreline, stated that he was contacted by Seattle Councilmember Tom Rasmussen to discuss common interests between local jurisdictions. Larson responded that he had spoken to Rasmussen about a series of questions that Larson had identified for the task force to address. Opportunities for partnership with the City of Seattle were discussed.

Mayor Nancy Backus, Auburn, stated that she is cautiously optimistic with the task force but questioned whether they would complete their work with only four meetings remaining. She noted that at the last meeting there had been discussion about the need for additional

meetings. Backus stated that there are common goals shared by all task force members; however, there is defensiveness by Metro. She shared a sense of frustration that the task force meetings spent too much time on Metro presenting information with too little time for task force members to discuss issues. Backus stated that she would continue representing SCA interests, which need to be taken into consideration by Metro.

Deanna Dawson, SCA Executive Director, stated that she has met with other task force members who also agreed that Metro seems to not want to see changes coming out of the task force, but other members agreed that the process has identified the need for changes.

Councilmember Barry Ladenburg, SeaTac, stated that bus routes disappeared when light rail service began. One transit service should not necessarily supplant the other. Riders are now forced to make transfers rather than having one-seat rides. Ladenburg questioned why it costs so much to run bus service in King County versus other counties and how to better determine ridership numbers.

Mayor Dave Hill, Algona, stated that he understood the difficulty of destination being used as a factor in determining social equity.

Deputy Mayor Catherine Stanford, Lake Forest Park, was pleased to know that discussion of park and rides is included in the work of the task force. At the SCA-hosted transportation forum, there was support for more park and ride funding. Stanford would be happy to provide information on the need for greater park and ride access for residents of her community.

Council President Hank Margeson, Redmond, appreciates SCA representation on the task force and thanked Larson, Backus and Eggen. Margeson expressed concerns that the current service guidelines do not match up with the direction given by the Regional Transit Task Force (RTTF). Margeson also stated that Metro should work to understand how communities are developing, particularly through city's comprehensive planning efforts, as more communities are "building up" (becoming more dense in a downtown core) and residents need to have transit options. Margeson would like to see task force members have a robust discussion of the issues rather than having Metro staff dominate the meeting with background information.

Larson concurred with Margeson about the value of allowing task force members to have more time for discussion rather than listening to staff reports, and noted that at the Regional Transit Committee, they had recently had several good discussions in a more informal setting.

## **9. 2015 Legislative Session Update**

Katie Kuciemba, SCA Senior Policy Analyst, reported that the 105 day session concluded on April 24, 2015. The final bill that passed during the regular session was ESHB 1449, which established requirements for the transport of crude oil.

Legislators have since been called back for a special session to last no more than 30 day, which began on April 29, 2015. During the special session, the Legislature is focused on adopting the 2015-2017 biennial operating, capital, and transportations budgets and any bills needed to

implement those budgets. To date, negotiations on the operating budget have seen limited progress in Olympia with 14 days remaining in the first special session.

If the Legislature has not completed its work within 30-days, the Governor can call a subsequent special session. Lawmakers need to have a budget in place by July 1, 2015 to avoid a government shutdown.

Kuciemba stated there is optimism that the Legislature will pass a transportation package this year, a priority for Sound Cities Association. Transportation leaders from both chambers have been meeting regularly but passage of a package is unlikely until the operating budget is settled.

A critical policy bill that has yet to be resolved is the sharing of marijuana excise tax revenue, House Bill 2136. Key issues that staff is watching are the removal of the sunset provision, the removal of the artificial cap on revenue sharing, ensuring that the distribution formula is inclusive even if businesses are not located with the jurisdiction, and no revenue-sharing for jurisdictions with marijuana businesses bans.

Kuciemba reported that House Bill 2156 is a cities and counties omnibus bill that contains provisions for restoration of liquor profit revenue sharing to historic levels, cost recovery for nuisance abatement, cost recovery for commercial public records requests, authorization for the Cultural Access Fund, mental health tax, and several county-specific tax authorizations. It is anticipated that providing counties with utility tax authority will be removed for the bill.

Mayor Matt Larson, Snoqualmie, asked if there has been any progress on the transportation package. Kuciemba answered that the Association of Washington Cities has a comparison of the differences in the transportation package which can be found [here](#). Deanna Dawson, SCA Executive Director, stated that an operating budget will be passed prior to the passage of a transportation package. SCA staff will continue to monitor negotiations and will keep SCA members apprised of opportunities to engage legislators.

## **10. Future Levies and Ballot Measures in King County**

Deanna Dawson, SCA Executive Director, stated that at the January 14, 2015 PIC meeting, members were asked to provide issues the PIC should consider this year. She invited members to provide feedback on whether other items should be added to the list. This will be a recurring item on the PIC agenda. Members can also bring items directly to SCA staff. Dawson reviewed the results of recent ballot measures:

- **King County Public Safety Radio Emergency Network (PSERN) Radio Replacement**
  - Passed (65% approval)
- **City of Covington Transportation Benefit District**
  - Failed by 103 votes (48% yes, 52% no)
- **City of Sammamish Advisory Vote re Adoption of Initiative and Referendum**
  - 55% approval
- **Klahanie Annexation – City of Sammamish**
  - Passed (86% in favor of annexation)

- **South King Fire District – capital and equipment replacement**
  - Failed (57% approval, needed 60% to pass)
- **Enumclaw School District Capital Levy**
  - Passed (60.03% approval – needed 60% to pass)

Councilmember Chris Roberts, Shoreline, reported that the Shoreline Fire Department will be proposing two ballot measures in August 2015: a fire benefit charge and a capital bond.

### **11. SCA Issues for 2015**

Deanna Dawson, SCA Executive Director, stated that at the January 14, 2015 PIC meeting, members were asked to provide issues the PIC should consider this year. She invited members to provide feedback on whether other items should be added to the list. This will be a recurring item on the PIC agenda. Dawson noted that the Best Starts for Kids levy will be added to list. Members can also bring items directly to Dawson, [deanna@soundcities.org](mailto:deanna@soundcities.org).

Vice Chair Marlla Mhoon asked that the 70% recycling goal be added to the list of issues.

Vice Chair Mhoon asked for an update on the governing bylaws regarding the seats on the Board of Directors and if any changes will be proposed to allow more than one member from a city to serve at the same time. Dawson responded that the Board did discuss this issue and decided not to pursue a change at this time. Dawson reported that there are many members interested in serving in leadership roles.

### **12. Informational Items**

Chair Talmas reported that there is one informational item: an update on the work of the Mental Illness and Drug Dependency Oversight Committee (MIDD).

### **13. Upcoming Events**

The next Pre-PIC Workshop will be held on Wednesday, June 10, 2015, at 6:00 PM at Renton City Hall. King County Prosecutor Dan Satterberg will give a presentation on the Law Enforcement Assisted Diversion (LEAD) program.

The next Public Issues Committee Meeting will be held on Wednesday, June 10, 2015, at 7:00 PM at Renton City Hall.

### **14. For the Good of the Order**

Doreen Booth, SCA Policy Analyst, stated that there are copies of the pre-PIC presentation on the Solid Waste Comprehensive Plan and recycling targets available and that cities have the opportunity to invite staff to attend council meetings, provide more detail and answer questions. Booth also stated that each city has the ability to have a seat on the Metropolitan Solid Waste Advisory Committee (MSWAC); currently there are only 27 of the 36 SCA member cities participating.

Councilmember Tola Marts, Issaquah, announced that former mayor Ava Frisinger was recently given the Ruth Kees Environmental Award, the community's highest honor for environmental advocates. Frisinger was a long time participant in SCA and advocate for cities.

Councilmember Amy Ockerlander, Duvall, announced that Sergeant DeBock on the Duvall Police Department was given the Medal of Valor by Governor Inslee.

Mayor Matt Larson, Snoqualmie, congratulated the City of Duvall for its efforts to re-establish a city administrator position.

**15. Adjourn**

The meeting was adjourned at 8:45 PM.

## 2015 Roll Call – Public Issues Committee Meeting May 13, 2015

City	Representative	Alternate
<b>Algona</b>	Dave Hill	Dawn Dofelmire
<b>Auburn</b>	Nancy Backus	Bill Peloza
<b>Beaux Arts</b>	Tom Stowe	Richard Leider
Black Diamond	Janie Edelman	Tamie Deady
Bothell	Tris Samberg	Andy Rheume
<b>Burien</b>	Nancy Tosta	Stephen Armstrong
<b>Carnation</b>	Jim Berger	Kim Lisk
Clyde Hill	Barre Seibert	George Martin
<b>Covington</b>	Marlla Mhoon	Margaret Harto/Jeff Wagner
Des Moines	Melissa Musser	Jeanette Burrage
<b>Duvall</b>	Amy Ockerlander	Will Ibershof
<b>Enumclaw</b>	Mike Sando	Liz Reynolds
<b>Federal Way</b>	Dini Duclos	Jeanne Burbidge
Hunts Point	Joseph Sabey	
<b>Issaquah</b>	Tola Marts	Eileen Barber
Kenmore	David Baker	Allan Van Ness
<b>Kent</b>	Bill Boyce	Dennis Higgins
<b>Kirkland</b>	Toby Nixon	Shelley Kloba
<b>Lake Forest Park</b>	Catherine Stanford	Tom French
<b>Maple Valley</b>	Erin Weaver	Layne Barnes
Medina	Michael Luis	
<b>Mercer Island</b>	Dan Grausz	Benson Wong
<b>Milton</b>	Debra Perry	Jim Manley
<b>Newcastle</b>	Lisa Jensen	Carol Simpson
Normandy Park	Shawn McEvoy	Doug Osterman
<b>North Bend</b>	Ross Loudenback	Ken Hearing
<b>Pacific</b>	Leanne Guier	Vic Kave
<b>Redmond</b>	Hank Margeson	John Stilin
<b>Renton</b>	Ed Prince	Armondo Pavone
<b>Sammamish</b>	Bob Keller	Don Gerend
<b>SeaTac</b>	Barry Ladenburg	Mia Gregerson
<b>Shoreline</b>	Chris Roberts	Chris Eggen
Skykomish	Henry Sladek	
<b>Snoqualmie</b>	Kingston Wall	Matt Larson
Tukwila	Kate Kruller	Verna Seal
<b>Woodinville</b>	Bernie Talmas	Susan Boundy-Sanders
SCA Deanna Dawson Katie Kuciemba Ellie Wilson-Jones Doreen Booth Kristy Cole Burwell		

Voting members are highlighted in gray. Cities represented are **bolded**.

**Affordable Housing funding in King County**

Best Starts for Kids represents a new approach to funding by investing in prevention strategies to improve outcomes in kids, families and communities. The majority of King County Human Services funding is currently spent on people who are in crisis, including the County's housing funding. That is, the majority of housing resources serve people who are homeless versus preventing the crisis of homelessness from occurring in the first place. In 2014 King County awarded \$56 million for homeless housing, shelter, rapid rehousing rental assistance and housing related services, affordable housing and home repair. The County's housing investment exceeds what the total Best Starts for Kids entire annual amount would be.

Very few resources are now being directed towards prevention strategies as Best Starts would do. The Best Starts for Kids proposal does not include funding for creating affordable housing, rather it includes \$16 million to prevent youth and families from becoming homeless to begin with. In 2014 64% percent of the youth who were homeless were homeless for the first time and nearly half of the families were homeless for the first time. Studies show that preventing homelessness is more cost effective than helping people once they are homeless.

With Best Starts for Kids, King County is seeking to prevent homelessness, while housing people who are homeless with other funding sources includes a newly available affordable housing resource. House Bill 1223, which allows the County to bond against future lodging tax revenues will generate an additional \$45 million of revenue in the bonding period and is expected to leverage an additional \$180 million in other resources (federal and state funding, philanthropic contributions, 9% Low Income Housing Tax Credits, etc.). This new source should substantially increase the amount of affordable housing that can be created throughout King County.



June 10, 2015  
SCA PIC Meeting

**Item 5:**

Committee to End Homelessness (CEH) Strategic Plan

**POTENTIAL ACTION ITEM**

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**SCA Staff Contact**

Ellie Wilson-Jones, SCA Policy Analyst, [ellie@soundcities.org](mailto:ellie@soundcities.org), 206-433-7167

**CEH Members:**

Councilmember Doreen Marchione, Kirkland; Councilmember Lydia Assefa-Dawson, Federal Way

**Interagency Council (IAC) Members:**

Michael Hursh, Auburn; Colleen Kelly, Redmond; Jennifer Henning, Renton

**Potential Action Item:**

**To recommend the following policy position to the SCA Board of Directors:**

The Sound Cities Association (SCA) shares the vision of the Committee to End Homelessness (CEH), which is that homelessness is rare in King County, racial disparities are eliminated, and if one becomes homeless, it is brief and only a one-time occurrence. SCA endorses the 2015-2019 CEH Strategic Plan, and its goals of making homelessness rare, making homelessness brief and one-time, and creating a community to end homelessness.

**Summary**

The proposed position endorses the 2015-2019 Committee to End Homelessness (CEH) Strategic Plan, [Attachment A](#), and its goals of making homelessness rare, making homelessness brief and one-time, and creating a community to end homelessness.

In addition to the Strategic Plan, the CEH is also considering revisions to its existing Charter. A proposed draft of the CEH Charter, [Attachment B](#), which would implement the revised governance structure recommended by the Strategic Plan, is also described below. However, CEH is not seeking PIC action with regard to the Charter.

**Background**

The Public Issues Committee (PIC) voted unanimously on May 13, 2015 to bring the following position to the June PIC meeting for potential action:

*The Sound Cities Association (SCA) shares the vision of the Committee to End Homelessness (CEH), which is that homelessness is rare in King County, racial disparities are eliminated, and if one becomes homeless, it is brief and only a one-time occurrence.*

*SCA endorses the 2015-2019 CEH Strategic Plan, and its goals of making homelessness rare, making homelessness brief and one-time, and creating a community to end homelessness.*

*SCA's endorsement of the CEH strategic plan is conditioned on review and approval of the final language of the plan. Specifically, SCA members support continued inclusion of language in the plan that recognizes that local governments are responsible for ensuring public amenities remain safe and accessible to all, while at the same time acknowledging that addressing behaviors associated with experiencing homelessness solely with a law enforcement response is resource-intensive and may leave underlying causes of homelessness, such as behavioral health crises or lack of shelter, unaddressed. SCA members recognize that approaches that foster collaboration between service providers and first responders, such as law enforcement, can do more to reduce homelessness. SCA objects to language being introduced into that plan that would mischaracterize the efforts of cities as "criminalizing homelessness."*

*Additionally, SCA's endorsement of the CEH strategic plan is conditioned on review and approval of the governance structure of the CEH. SCA supports clarifying the roles and responsibilities of the subcommittees and their relationship to the Coordinating Board. SCA supports having adequate representation for SCA members on the Coordinating Board, and on the Executive Committee. SCA also supports a role for local government within the governance structure that will connect CEH decision makers with public sector staff to generate ideas for regional and cross-departmental collaboration to ensure CEH strategies are evaluated from a variety of perspectives, including human services, planning, and public safety, among others.*

At the May PIC meeting, SCA staff indicated that the Strategic Plan draft then before the PIC had not yet been finalized (see [May 13, 2015 PIC Packet](#), page 36). For that reason, PIC members included several caveats in the position statement above. To summarize, very generally, those caveats and the ways in which they have been addressed are as follows:

- First, that the endorsement was conditioned on review and approval of the final language of the plan. In response, the version before the PIC today, [Attachment A](#), is the final version voted on by the IAC and that is scheduled to be considered by the Governing Board June 30, 2015.
- Second, that the plan recognize the public safety responsibilities of local governments. In response, the Strategic Plan recognizes local governments' duty to protect residents while also acknowledging that individuals who are homeless are disproportionately affected by some policies, practices, and ordinances. The prior language stating that cities "criminalize" homelessness and calling for the repeal of such ordinances has not been added back in.
- Third, that that the revised governance structure of CEH include adequate representation for SCA and ensure CEH decision makers are connected with public

sector staff. In response, the proposed Charter creates new avenues for public sector staff involvement and includes new SCA appointments to one existing committee and two new committees.

SCA staff and member city staff representing SCA on the IAC believe that these contingencies have now been fulfilled. As a result, the caveats have been removed from the policy position now before the PIC.

Since the May PIC meeting, two IAC subgroups have been working to refine the new governance structure and to build consensus around strategies related to public safety and criminal justice system involvement. IAC Member Colleen Kelly (Redmond) and SCA staff participated in both subgroups and provided proposed revisions based on the caveats included in the May 13, 2015 proposed position statement. Edits proposed by the IAC subgroups were then incorporated into a revised version of the Strategic Plan, [Attachment A](#).

The IAC met for the final time June 1, 2015 and voted to recommend adoption of the Strategic Plan, [Attachment A](#), by the Governing Board. Additionally, the IAC voted to adopt a revised CEH Charter, [Attachment B](#).

Distinctions between Attachment A and the Strategic Plan draft that was before PIC in May are explained below. Key facets of the proposed Charter are also described. CEH is seeking SCA's endorsement of the Strategic Plan, but no action with regard to the Proposed Charter has been sought.

### **Governance Structure**

Currently, the CEH is overseen through a framework of committees, subcommittees, and advisory groups. To clarify decision-making, the Strategic Plan calls for consolidating the functions of the Governing Board and Interagency Advisory Council into a single, smaller, "Coordinating Board." Past drafts of the plan had attempted to explain, in an appendix, how this transition would take place. There remained, however, many uncertainties, including how the new Coordinating Board would relate to the framework of other committees and what authority and responsibilities would be delegated to the Coordinating Board versus other committees (see [May 13, 2015 PIC Packet](#), page 35).

The Strategic Plan now before the PIC eliminates the original appendix, meaning the Strategic Plan actually includes less detail (see Attachment A, [page 24](#)). However, the IAC workgroup on governance and CEH staff have now developed an updated draft of the CEH Charter (proposed Charter), [Attachment B](#), that spells out more fully how that governance structure would operate. Effectively, charter amendments previously described in the Strategic Plan have now been moved out of the Strategic Plan and incorporated into the proposed Charter. With the votes by the IAC on June 1, 2015 to recommend the Strategic Plan and adopt the proposed Charter, both documents will now go to the Governing Board for a vote.

The proposed Charter now more clearly identifies who will be represented in the new Governance Structure, including an expanded role for SCA. The Charter also lays the pathway for broader involvement for public sector staff.

### Existing Executive Committee

The existing Executive Committee of the CEH, which is made up of the co-chairs of the various CEH Committees, will oversee the transition to the new governance structure and select members for the Coordinating Board (However, governmental entities, including SCA, will have appointing authority). SCA does not currently have representation on the existing Executive Committee, but the Charter now clearly creates a new seat for SCA, Attachment B, [page 6](#).

### Coordinating Board

As in prior drafts of the Strategic Plan, the Coordinating Board will serve as the overseer and policy-making arm of the CEH. The Coordinating Board had previously been capped at 25 members but has been slightly expanded in the proposed Charter to allow for 25-30 members. The representation categories, which remain the same with respect to SCA and other governmental entities, are as follows, Attachment B, [page 6](#):

- Local government elected officials or designees: Seattle (2), King County (2), Sound Cities (2) and Bellevue (1)
- Individuals currently or formerly experiencing homelessness (4)
- Nonprofit Homeless Providers (4)
- System leaders-including public housing authorities, health, behavioral health, education, workforce, criminal justice, child welfare
- Faith community
- Philanthropy
- Community members

### Funders Alignment Group

SCA does not currently have representation on the Funders Alignment Group, an existing and continuing committee of the CEH, which works to align funding for homelessness toward the goals of the CEH. The proposed Charter creates three seats for SCA: East, North, and South, Attachment B, [page 10](#). This expanded SCA representation was not included in prior drafts of the Strategic Plan and is a new addition since CEH was last discussed with the PIC.

### Proposed Local Government Group

Elected officials and city staff have expressed concern about the loss of the voice of city staff currently represented on the IAC. In response, SCA representatives to the IAC and SCA staff have advocated for the creation of a Local Government Group made up of public sector staff. While such a group is not included in the Strategic Plan or the proposed Charter, the proposed Charter does provide a clear pathway for the new Coordinating Board to consider forming such a body, Attachment B, [page 4](#).

Additionally, the proposed Charter specifically requires public sector staff representation on existing CEH subcommittees and population advisory groups, Attachment B, [page 11](#):

*The subcommittees and advisory groups shall ensure representation of public sector staff to ensure CEH strategies are evaluated from a variety of perspectives, including human*

*services, planning, and public safety, among others, thus providing regional and cross-departmental collaboration.*

The proposed Charter also specifies that public sector participation on the population advisory groups should be broad, Attachment B, [page 12](#):

*The advisory groups shall also seek representation from public sector staff to generate ideas for regional and cross-departmental collaboration to ensure CEH strategies are evaluated from a variety of perspectives, including human services, planning, and public safety, among others.*

### **Public Safety/Criminal Justice System Involvement**

At the May PIC meeting, SCA staff indicated that an IAC workgroup had been formed to reach consensus regarding issues of public safety and criminal justice system involvement (see [May 13, 2015 PIC Packet](#), page 35). At the recommendation of that workgroup, language was added to the Strategic Plan recognizing that some policies, practices, and ordinances do impact people who are homeless more than other residents. The revised language, Attachment A, [page 19](#), is as follows:

*Local governments are responsible for ensuring public safety and public health, and maintaining public amenities for all residents, including those housed and homeless. Policies, practices, and ordinances that disproportionately impact people experiencing homelessness are costly and create barriers to housing stability<sup>18</sup>. For people surviving without shelter, these policies, practices, and ordinances may also exacerbate mental and physical health problems, create or increase criminal records, and result in the loss of key personal documents that make it even harder for people to exit homelessness.*

<sup>18</sup> Seattle University School of Law's Homeless Rights Advocacy Project:  
<http://www.law.seattleu.edu/newsroom/2015-news/law-schoolproject-releases-briefs-critical-of-criminalizing-homelessness>

Additionally, the title for Strategy 1.3 was adjusted slightly.

**Draft reviewed by PIC in May ([May 13, 2015 PIC Packet](#), page 60):**

*strategy 1.3: expand evidence-based pre-adjudication and post-conviction sentencing alternatives that improve public safety while reducing homelessness*

**Draft now before the PIC (Attachment A, [page 18](#)):**

*strategy 1.3: expand evidence-based pre-adjudication and post-conviction sentencing alternatives that minimize involvement in the criminal justice system for people experiencing homelessness*

Finally, Strategy 2.2, which was contained within past drafts of the plan, has been revised and expanded.

**Draft reviewed by the PIC in May ([May 13, 2015 PIC Packet](#), page 62):**

*strategy 2.2: foster collaboration between first responders, neighborhood associations and service providers to improve public safety and increase housing stability for those experiencing homelessness*

- *2.2.A: Solicit information from local governments, including human services staff, law enforcement, and other first responders about existing partnerships with service providers and innovative approaches to ensuring public safety. Develop new, and boost existing, partnerships between behavioral health and social service providers, neighborhood associations, and local governments, including law enforcement and other first responders. Engage partners in proactive strategies that link individuals who are homeless with positive alternatives, such as housing and services with the goal of reducing criminal justice system involvement. Ensure adequate resources are available for proactive and consistent outreach efforts.*
- *2.2.B: Partner with Neighborhood Associations to develop a toolkit for neighbors to address issues and needs in their neighborhoods.*

*2015-2016 action steps*

- *Host a convening and disseminate case studies on best practices for collaboration between first responders and service providers to improve public safety and reduce homelessness (Leads: SCA, CEH; Quarter 4 2015)*

**Draft now before the PIC (Attachment A, [page 20](#)):**

*strategy 2.2: foster collaboration between first responders, service providers, and local communities to increase housing stability for those experiencing homelessness*

- *2.2.A: Solicit information from local governments, including human services staff, law enforcement, and other first responders about existing partnerships with service providers and innovative approaches to assist those in need of housing. Develop new, and boost existing, partnerships between behavioral health and social service providers, neighborhood associations, and local governments, including law enforcement and other first responders. Engage partners in proactive strategies that link individuals who are homeless with housing and services with the additional goal of reducing criminal justice system involvement. Ensure adequate resources are available for proactive and consistent outreach efforts.*
- *2.2.B: Provide support to local governments to undertake an impact analysis of local policies, practices, and ordinances that disproportionately impact those experiencing homelessness, and the costs and consequences to residents (housed*

*and homeless). The review could also include identification of gaps in services and a cost/benefit analysis comparison of alternative approaches.*

#### *2015-2016 action steps*

- *Host a convening, and disseminate case studies on best practices for collaboration between first responders and service providers to increase housing stability for those experiencing homelessness. As a potential outcome of the convening, a toolkit for local neighborhoods may be created. (Leads: SCA, CEH; Quarter 4 2015)*
- *Pilot a voluntary impact analysis of policies, practices, and ordinances in one to two communities. Through this analysis, local governments will be able to identify policies, practices, and ordinances that create barriers for those experiencing homelessness and implement changes to support housing stability for all residents (housed and homeless) in their communities. (Lead: CEH; Quarter 1 2016)*

#### **Next Steps**

If the PIC approves the proposed position, it will be forwarded to the SCA Board of Directors for action at their June 17, 2015 meeting. The CEH Governing Board is scheduled to vote on adoption of the CEH Strategic Plan as well as the proposed Charter on June 30, 2015.

#### **Attachments**

- [CEH Strategic Plan as recommended by IAC for adoption by the Governing Board](#)
- [Proposed CEH Charter, as adopted by the IAC for consideration by the Governing Board](#)

#### **Link**

- [May 13, 2015 PIC Packet](#), Item 6: SCA Staff Report, page 30, and May 8, 2015 Draft CEH Strategic Plan, page 38.

# Committee to End Homelessness in King County

**Over 300 community partners working to make homelessness rare, brief, and one-time**

**45th Street**  
 Clinic: 4C Coalition, A Regional Coalition for Housing (ARCH), Allocated Child Welfare's Advocacy, 74-Hour, Blake Lyle, Alameda/Albino Industries, Aluka, Inc, Angellina's Artbook University, Archdiocese Housing Authority/ARSE, Shelter, Arden Counseling & Referral, Asset Building Coalition, Atlantic Street Center, Auburn Food Bank, Auburn Youth Resources, Bailey Doucay House, Ballard Food Bank, Basler University, Beacon Development Group, Bellevue First Congregational Church, Bread of Life, Building Changes Program, Capitol Hill Community of Washington, Carolyn Davies Casey Family Programs, Catholic Housing Services, CCA, Center for for Human Services, Central Area and Family Services, Chief Seattle Children's Home Society, Church of Mary Magdalene, City of Auburn, City of Central, City of Enumclaw, City of Federal Way, City of Issaquah, City of Kirkland, City of Kent, City of Kirkland, City of Lake Forest Park, City of Mercer Island, City of Rainier, City of Renton, City of Sammamish, City of Seattle, City of Seattle, City of Shoreline, City of Tacoma, City of Woodinville, Clag & Associates, Columbia Legal Services, Committee to End Homelessness in Psychiatric Clinic, Compass Center - Congregations for the Homeless, Information Line, Department of and Health Services (DSHS), DESG, Women's Network (DWNH), (DASH), Downtown Clinic of Public Service Center (DPCSC), Downtown OSD, DSHS, Balltown OSD, DSHS, Rehabilitation, Dutch Shelter, YWCA, Eastside Domestic Violence Services Forum, Eastside Community, Emergency Housing Program, Emergency Treatment Services, Family & Adult Services Center, Family Matters, Family Resource Center, Family Services, FarmStart, Federal Way Caregiving Network, First Place School, Friends of Youth, Full Life Care, Galilee/Grace Community Services, Goodwill, Goodwill Hospital Association, Habitat for Humanity, Habitat (King County), Habitat for Humanity Seattle / South, King County, Harborview Children's Response Center

**Harborview Medical Center, Harborview Outpatient, Harborview Pioneer Square Clinic, Health Care For Homeless Veterans (ASHA), Harborview School District, HANE - Congregational Shelters, Home Street Bank, Homeless Veterans Reintegration, Homeless Women's Veterans Program (UW), HopeLink, Hospitality House, Housing Development Consortium, Housing Resources Group, International District Housing Alliance, Inaughth School District, Jewish Family Service, Kent Corrections, Kent Ecological Network, Kent Food Bank, Kent School District, Kent United Methodist, Kent Youth & Family Services, King County - County Council (members/staff), King County - DSHS - Community Services, Division (DSD), King County - DSHS - Housing & Community Development (HCD), King County - DSHS, King County - Elise/John's Office, King County Adult & Juvenile Detention, King County Coalition Against Domestic Violence, King County Community Care/Way Supporting, King County Department of Corrections, King County Drug Court, King County Housing Authority, King County Housing Stability Program, King County Jobs Initiative, King County Labor Council - AFL/CIO, King County Mental Health Court, King County Prosecutors Office, King County Social Assessment Resources Center, King County Sheriff's Office, King County Superior Court, King County Youth and Family Services, Kirkland Interfaith Transitions in Housing, Kusan Women's Association, Lake Washington School District, Lake Washington Technical College, Laurus Day Center, Legal Action Center, Lens Culture, Gift of Sight, Lifelong AIDS Alliance, Loring Associates, Low Income Housing Institute, Lynn Building, Madison Clinic, Mammal's Hands, Maple Valley Food Bank and Emergency Services, Maple Partnership, Medical Response Program, Medica Foundation, Mental Health Chaplaincy, Mercy Housing, Microsoft Corporation, Millerside Club, Minority Executive Directors Coalition of King County, Mockingbird Society, Multi Service Center, Multibath Works, Nava, Needle Exchange, Neighborhood House, New Beginnings, Christian Fellowship, New Connections (Recharge), New Horizons, Nordstrom Inc., Northwest Family Center, Northwest Justice Project, Northwest Network, Operation Nightwatch, Operational Emergency Center, Out of School Youth, Parent-Child Assistance Program-P-CAP, Peace for the Streets by Kids from the Streets, Temple of Color, United AIDS Network, PROHAW, Rehabilitation Northwest, The Market Center, Central/Downtown Food Bank, Presbyterian Stove, Organizational Development, Pioneer Human Services, Pioneer Square Clinic**

**Plymouth Housing Group, FHO, Partnership, Providence Health Care, Health Services Director, Public Homeless Network, Public Health - Seattle and King County, Puget Puget Sound Neighborhood Health Care Mgmt. For Chronic Inabilities, King County Refugee Women's Resilient Housing Authority, Waning Roadside, Hyatt, Schools Out, Seattle Central College, Seattle Commission, Cops, Seattle Counseling Services for Social, Seattle Housing Authority, Seattle Jobs Initiative, Seattle Mental Health, Seattle Parks and Recreation Department, Seattle Police Department, Seattle Team for Youth Center, Seattle YMCA, Seattle Youth Center, Workforce, Seattle's Union Gospel Mission, Homelessness, Seattle's Union Gospel Mission, Community College, Sobering Support Center, South County Council of Human Services, South Seattle College, Spruce Street, Street Youth Initiative, Imagine Housing, St. James, St. Mark's Cathedral, St. Stephen's Housing Alliance, St. Steven's Outreach, State Representative Tim Oswald, Suburban Clinic Association, Tobacco/Recovery Church, Temple Road, Torah, The Salvation Army, Therapeutic Health Services, TRAC Association, Transitional Resources, U.S. Congressman Jay Inslee (Jed!) U.S. Congressman Jim McDermott (Jed!) U.S. Senator Pelly Murray (Jed!) United for Youth, United Indians of All Tribes Foundation, United Way of King County, University District Youth School, University Street Ministry, Hygiene Center, UW - School of UW - Evans School, WA Northwest Valley Child Counseling & Services, Western Youth and Family Veterans Leadership Program, WA State Department of Alcohol Department of Veterans Affairs, WA State Housing Finance Commission, Washington Information Network - HousingAlliance, Washington State, Washington State Community Vocational Services, Way Back Inn Services, WHEEL, Women's National Council of Seattle - King Co., YWCA Youth Center, Seattle, Youth Volunteer Corps, YouthCare, YWCA, Coalition, YWCA Working Zone**

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# STRATEGIC PLAN

July 2015 – June 2019  
**A Regional, Aligned, Community Plan  
 to End the Experience of Homelessness  
 among Residents of Seattle/King County**

## acknowledgements

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*Governing Board*  
*Interagency Council*  
*Interagency Council*  
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*Safe Harbors, Communications (for Chris Hynes)*  
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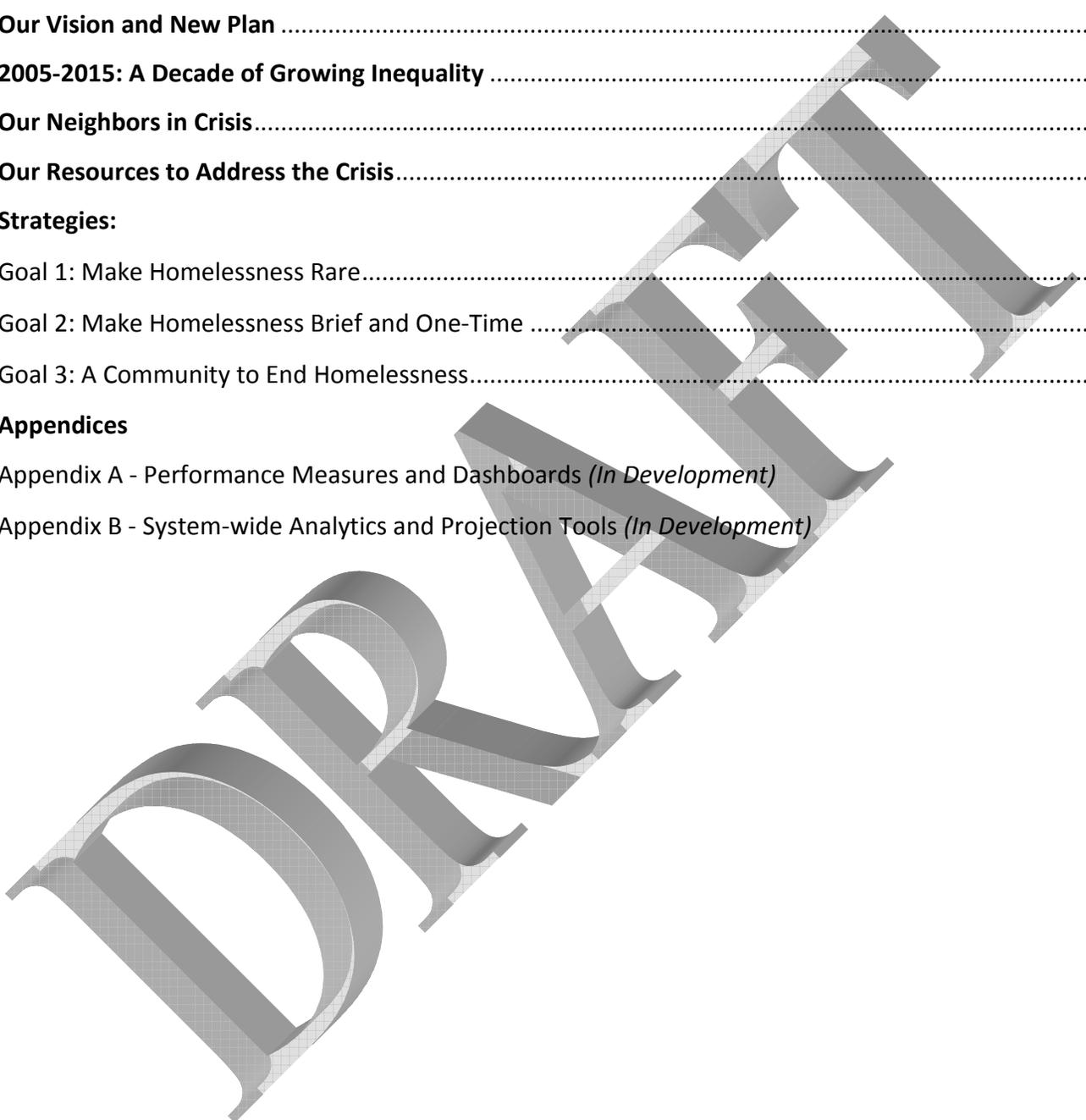
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Appendix A - Performance Measures and Dashboards *(In Development)*

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## introduction

In 2005, our community formed the Committee to End Homelessness in King County (CEH), creating a broad coalition of stakeholders to focus on addressing and eliminating homelessness in King County. Since the adoption of a [10-Year Plan to End Homelessness](#) (2005-2015) our community has succeeded in ending homelessness for almost 40,000 people.

Yet, in 2015, on a given day, nearly 10,000 people are experiencing homelessness in King County, and almost 40 percent are unsheltered. People are homeless on average for more than 100 days, and they return to homelessness after being housed nearly 20 percent of the time. Racial disparities are stark, with Native Americans seven times more likely to experience homelessness than Whites, and African Americans six times more likely.

**Homelessness is a crisis in King County.** Our neighbors who are without homes need housing. Many also need jobs. We are a compassionate, active community that hurts for those living outside and in unstable housing. While we can celebrate with those who have found housing stability over the past decade, we are recommitting to develop new partnerships and make a greater impact over the next four years.

The Committee to End Homelessness has taken a collective impact approach to ending homelessness in King County that aligns strategy and funding toward shared outcomes. Our ranks include residents, housed and unhoused, alongside the faith, business, government, philanthropic, and nonprofit sectors. We realized a long time ago that we need to work collectively, across sectors and across the entire County and region, to end homelessness.

**To make homelessness brief and one-time, we need to provide people with what they need to gain housing stability quickly.** This is the responsibility of funders of homeless housing and services, and nonprofit providers. Implementing more effective, efficient program models will allow us to serve more people.

**Homelessness is solvable.** While crises that impact housing stability will never be fully prevented, we can end that person's homelessness very quickly. Other cities and states are making significant progress, and we must continue to learn and adapt to new data and ideas.

To make greater strides locally, we must address the symptoms while also working with others at the local, state, and federal levels to address the causes. We must commit fully to using the most effective, proven approaches to support people experiencing homelessness to quickly gain housing stability and employment, prioritizing those who are most vulnerable. **We will need the support and commitment of local, state, and federal elected officials to ensure housing affordability and the availability of safety net services.** We save money and have a stronger community when people have a place to call home.

Finally, we must energize and activate residents, business, and the faith community. **This plan outlines strategies for a re-imagined continuum of services for people experiencing homelessness in King County and acknowledges that energized engagement needs to take place in both the board room and between neighbors for homelessness to be rare, brief, and one-time in our community.**

## our vision and new plan

**Our vision is that homelessness is rare in King County, racial disparities are eliminated, and if one becomes homeless, it is brief and only a one-time occurrence.**

On July 1, 2015, we will launch a new four-year Community Strategic Plan, A Regional, Aligned, Community Plan to End the Experience of Homelessness among Residents of Seattle/King County to achieve this vision. The plan is a recommitment to our vision of ending homelessness, and what needs to happen for this vision to become reality.

### What are Our Goals, Strategies and Outcomes?

The plan has three core goals, strategies to address them, and outcomes to measure progress:

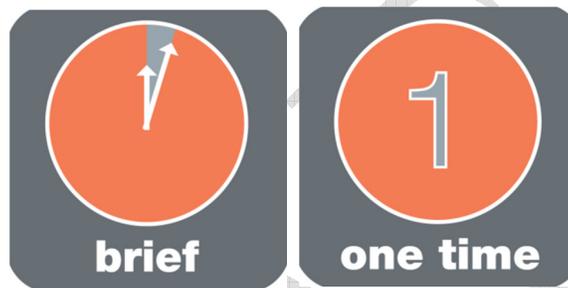
#### Make Homelessness Rare



Advocacy and action to address the true causes of homelessness, **resulting in:**

- ➔ Fewer people unsheltered or temporarily housed
- ➔ More people housed and sheltered
- ➔ Reduced racial disparities among people experiencing homelessness
- ➔ Fewer people exiting institutions directly to homelessness
- ➔ Fewer low-income households spending >50% income for housing

#### Make Homelessness Brief and One-Time



Address crisis quickly, and align resources to meet the needs and strengths of people, **resulting in:**

- ➔ People experiencing fewer days homeless
- ➔ Fewer people lose housing stability once housed
- ➔ Increased income
- ➔ Reduced racial disparities among people experiencing homelessness

#### A Community to End Homelessness



Engage and activate the community, **resulting in:**

- ➔ Increased engagement of residents
- ➔ Increased leadership of business and faith leaders
- ➔ Effective and efficient governance and system infrastructure

(See Appendix A for more on local performance measures and dashboards.)

### How Much Progress Will Be Made?

Since 2005, we have become more sophisticated in our ability to measure progress and adapt practices based on data. As a community we have already set a goal of ten percent annual improvement for each outcome, and local funder contracts with providers include annual program targets that if met will help us achieve our system targets. We will refine these goals by year-end 2015 as we set implementation plans by population and utilize a new National Alliance to End Homelessness ([NAEH](#)) System Wide Analytics and Projection (SWAP) suite of tools that model program and population changes to assist communities to project improvements to system

outcomes.<sup>1</sup> The tools, utilizing local data, will provide us with information we can use to realign our funding and programming. The tools will be used to identify resource gaps, by program type and population, and set implementation plans to achieve our goals. (See Appendix B for more on the SWAP suite of tools.)

In advance of the release of these tools, CEH and [Point B](#) (providing pro bono services) used local data and national research to project the impact of realigning programming. We found that by increasing and targeting our investments to focus on diversion, rapid re-housing, and permanent supportive housing we will house more people—often with equal or better housing retention outcomes than our current system.

In addition, our goals are aligned with the U.S. Interagency Council on Homelessness [Opening Doors](#) plan<sup>2</sup>, which set out the following objectives:

- End Veteran Homelessness by 2015: Our goal is for all Veterans to be housed or in shelter and on a pathway to housing (what USICH is calling “functionally zero” homeless). We believe we can achieve this goal, as we have permanent housing resources for about 900 of the 1096 Veterans who are homeless in King County.
- End Chronic Homelessness by 2017: Our goal is for all chronically homeless adults to be housed or in shelter and on a pathway to housing.<sup>3</sup> This will require significant new investment in Permanent Supportive Housing, the evidence-based solution to chronic homelessness.
- End Youth/Young Adult Homelessness by 2020: Our goal is for all youth/young adults to be housed or in shelter and on a pathway to housing, and to rapidly house those who become newly homeless.
- End Family Homelessness by 2020: Our goal is for all homeless families to be housed or in shelter and on a pathway to housing, and to rapidly house those who become newly homeless.
- USICH and Opening Doors have not set a goal for ending Single Adult Homelessness. King County will set a target this year as part of our first ever single adult plan.

### **When Do We Begin? Now!**

We’ve set ambitious 2015-2016 action steps, which are specified in this plan. Annual implementation plans will be developed, including setting targets for each strategy, and future meetings of our governance committee will be organized around the strategies. Lead partners will be accountable for updating the committee on progress, and the committee will provide oversight and make course corrections.

Implementation plans by subpopulation will be developed and continuously refined as new data emerges. These plans will be amendments to this plan following adoption by the CEH governance committee:

- Veterans (existing plan runs through 2015; update in Quarter 1 2016)
- Youth/young adults (update completed June 2015)
- Families (existing plan runs through 2015; update to be completed in Quarter 1 2016)
- Single adults and chronically homeless (no current plan; plan completed by Quarter 4 2015)

<sup>1</sup> [Focus Strategies](#), under contract with NAEH, developed a suite of tools they call System Wide Analytics and Projection (SWAP) Tools. CEH will be using these tools to project what policy changes will make the most impact.

<sup>2</sup> USICH released [Opening Doors](#) in 2010, and amended it in 2013. Another amendment is expected in summer 2015, and USICH has indicated they will change their target for ending chronic homelessness to 2017 from 2015, due to lack of investment by the Federal Government in Permanent Supportive Housing (PSH).

<sup>3</sup> HUD has defined **chronic homelessness** as an individual or family with a disabling condition who has been continuously **homeless** for a year or more or has had at least four episodes of homelessness in the past three years. <https://www.hudexchange.info/homelessness-assistance/resources-for-chronic-homelessness/>

## What Principles Will Guide Us?

Our goals, strategies and outcomes provide us with a framework. Principles provide us with a foundation for our collective action over the coming four years. The following principles will guide us:

- Involve the full community, including those experiencing homelessness
- Promote equity and social justice in funding and program design to address regional and racial disparities
- Address the whole person’s needs and strengths by prioritizing appropriate housing stability mechanisms
- Prioritize those whose health and safety are most vulnerable
- Move people into housing first, and employment fast, by progressive engagement in services
- Utilize data-driven assessment of needs and outcomes to drive policy and investments

## How Did We Get Here? Community Engagement!

During the summer of 2014, we began the process of establishing a new vision and plan for making homelessness rare, brief and one-time in King County. The full community is needed to make this plan a success, and hundreds of King County residents engaged in the planning that resulted in this plan.



More than 500 individuals participated in planning, providing expertise, ideas, critical review, leadership, and vision over the course of nearly one year. Participation has included:

- CEH Governing Board, Consumer Advisory Council, Interagency Council (IAC), and IAC subcommittees and workgroups
- 2014 CEH Annual Meeting
- CEH Strategic Plan community feedback sessions and online public comment
- Local government council and committee hearings
- Regional homeless housing meetings/forums

The planning culminated in a strategic planning session in March 2015 among CEH Governing Board, Consumer Advisory Council, Interagency Council (IAC) members, and other community leaders.



### **Why Plan? It's Smart, and Required.**

This plan is a community-wide strategic plan for addressing the crisis of homelessness in King County, Washington. The Committee to End Homelessness, and its inclusive, growing membership, will provide leadership for the implementation of the plan. The implementation of strategies must be tailored to the varied needs of people, including veterans, youth, families, single adults, and chronically homeless.

This plan fulfills Federal and State requirements that local jurisdictions receiving funding must have a community plan for addressing homelessness. The Committee to End Homelessness is the U.S. Department of Housing and Urban Development (HUD) designated Continuum of Care for the Seattle/King County area, with the City of Seattle and King County providing fiduciary oversight.<sup>4</sup> King County is the designated recipient of State Consolidated Homeless Grant funding from the Washington State Department of Commerce.<sup>5</sup>

The plan, and its implementation action plans, will guide the distribution of Federal and State funding sources that are specifically designated for addressing homelessness, including:

- U.S. Department of Housing and Urban Development Continuum of Care Program, as amended by the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act
- Washington State Department of Commerce Consolidated Homeless Grant Program

Alignment of other funding sources will be sought to maximize the collective impact of the funding that is designated for addressing homelessness, including:

- Local government funding designated for addressing homelessness, including levies, general funds, and other locally guided sources and plans, including the Consolidated Plan
- Philanthropic and other private sector funding
- Faith based assets, including volunteers, physical units and funding
- Federal sources from participating U.S. Interagency Council on Homelessness departments, especially HUD, Health and Human Services, Veterans Affairs, and Labor
- Related systems funding, including behavioral and physical health, criminal justice, affordable housing, veterans, workforce development, and education

This plan also seeks to align with other system plans underway or being developed, including the City of Seattle's [Homeless Investment Analysis](#) and [Housing Affordability and Livability Agenda](#), King County's [Health and Human Services Transformation Plan](#) and [Youth Action Plan](#), and other related local and regional planning efforts.

<sup>4</sup> HUD requires that each Continuum of Care develop a plan that coordinates implementation of a housing and service system, conducts a Point-in-Time count of homeless persons, analyzes needs and provides strategies to address gaps in housing and services, provides information required to complete the Consolidated Plan(s), and plans for and evaluates performance of Emergency Solutions Grant (ESG) recipients <https://www.hudexchange.info/coc/coc-program-law-regulations-and-notices/>

<sup>5</sup> Commerce required plans to run through 2015: <http://www.commerce.wa.gov/Programs/housing/Homeless/Pages/default.aspx>

## **Whose Plan is this? Yours!**

Funding is just a part of what makes a plan go. Leadership and on the ground action are needed to implement this plan. This plan was created by the community, for the community.

The Committee to End Homelessness itself has minimal authority to make change. For example, CEH does not control the resources of the City of Seattle, the City of North Bend, the Gates Foundation, or King County. It does not operate the shelters or provide job training. The success of CEH and this plan is dependent on the development of an engaged community, and building a belief that we are better off working together than in isolation.

To achieve our goals it will take all of us playing our roles:

- **Local Government:** 39 cities and King County government have shown a commitment to working toward collaborative solutions through CEH, the [Sound Cities Association](#) and other regional cooperation. This plan provides a roadmap for regional collaboration, provides each local government with opportunities for action, and outlines challenges to be addressed with local providers and residents. CEH will continue to partner with local government and provide support in local/regional initiatives.
- **Faith Community:** individual congregations and associations or initiatives such as [Church Council of Greater Seattle](#), [Interfaith Task Force on Homelessness](#), Seattle University's [Faith and Family Homelessness Initiative](#), and Renton Area Ecumenical Association of Churches ([REACH](#)) are demonstrating the impact the faith community can have through education, advocacy, grassroots organizing, and service delivery. This plan will not be successful without their efforts, and we must support them to grow their impact.
- **Philanthropy:** our local philanthropic community, including [United Way of King County](#), [Bill & Melinda Gates Foundation](#), [Building Changes](#), and [Raikes Foundation](#), among many others, have provided catalytic funding, infrastructure supports, awareness raising, leadership, and vision. This plan provides opportunity for their role to include community leadership in addition to investment.
- **Nonprofits:** large and small nonprofits provide direct services to people who are suffering from the experience of homelessness and include associations, such as [Seattle/King County Coalition on Homelessness](#), [Housing Development Consortium](#), and the [Washington Low Income Housing Alliance](#). This plan is reflective of their vision and experience, and provides opportunities for expanding programs and continuous learning.
- **Businesses:** led by Dan Brettler of Car Toys and Blake Nordstrom of Nordstrom, the business community has been a stalwart contributor to our efforts to end homelessness. This plan provides further opportunity for impact through the Business Leaders Task Force, units from landlords, and jobs from employers.
- **Residents**, including those housed and unhoused: people experiencing homelessness have been integral to our community's response to homelessness, through efforts such as CEH's [Consumer Advisory Council](#), [Youth Advocates Ending Homelessness](#), and [Occupy CEH](#). Residents are engaging in many ways, including in traditional ways such as volunteering and donating, and new ways such as the [Hack to End Homelessness](#), and [Homeless in Seattle](#). This plan envisions connecting our community more deeply together.
- **Health Care Systems:** Hospitals, community health centers, behavioral health centers, and public health centers are critical entry points for homeless individuals and families disconnected from any homeless system supports. Addressing urgent and chronic health care needs often provides a conduit to other essential support services reducing barriers/increasing opportunities for housing. Discharge coordination between health and other systems is critical to reducing recidivism.
- **CEH** itself will need to adapt to lead the implementation of this plan, including shifting governance and adapting staffing roles to support new strategies and direction. The plan sets a new structure for CEH, combining the Governing Board and Interagency Council into a single "Coordinating Board". Additionally, because the strategies outlined in this plan cannot succeed in isolation, CEH will also recognize and support local efforts to end homelessness.

## a decade of growing inequality: 2005-2015

In 2005, our community formed the Committee to End Homelessness, and adopted a [10-Year Plan to End Homelessness](#) (2005-2015). These plans were promoted by the Federal Government and eventually required by Washington State. King County's plan focused on preventing homelessness, coordinating countywide, building political will, securing 9,500 units of housing, providing culturally competent services, and measuring progress.

The plan set an aspirational goal for the community. Then, as now, our community would not and will not accept that people are living outside unsheltered in a place of such beauty and prosperity. Over the past decade, the community responded with unprecedented partnerships and results. Nearly 40,000 people exited homelessness for stable housing, and 85 percent stabilized in that housing for at least two years. More than 5,700 units of housing were secured, and Seattle/King County now has the third most housing for the homeless in the nation. Innovative public/private partnerships were developed, including the [Campaign to End Chronic Homelessness](#), [Landlord Liaison Project](#), [Family Homelessness Initiative](#), and the [Homeless Youth and Young Adult Initiative](#). Funding has increased through state and local levies, businesses, faith communities, nonprofits, local governments, and people experiencing homelessness came together like never before to address the crisis of homelessness.

Meanwhile, the Seattle/King County region boomed economically from 2005-2008, then lost significant ground during the Great Recession. As of 2014, the region had [replaced all the jobs](#) lost in the recession and Seattle led the nation in [population growth](#) per capita. Yet, at the same time across the county, poverty increased, rising 80 percent in suburban areas, with most of that growth in South County.<sup>6</sup> Between 2000 and 2011, [only five percent](#) of the 85,000 new King County households earned between \$35,000 and \$125,000. [Disparities](#) are stark, as 27 percent of Black households are living in poverty, compared to eight percent of White households.

Despite progress in [increasing wages](#), erosion in renter incomes coupled with a surge in demand for rental housing has pushed the number of households paying excessive shares of income for housing to record levels,<sup>7</sup> and home sales and rental prices are on the rise. In Washington state, incomes for the lowest earning residents has not grown, but the poorest Washington residents pay more in taxes than the poor do anywhere else in the country<sup>8</sup>. As Seattle Mayor Ed Murray, co-chair of CEH's Governing Board, warned, "[Income inequality is real](#), and it's growing in Seattle."<sup>9</sup>

At the Federal Level, the recession, and later, [sequestration](#), significantly reduced funding for affordable housing and homeless programs during the past decade. In 2010, the U.S. Interagency Council on Homelessness developed a ten-year Federal plan called [Opening Doors](#), calls for ending Veteran homelessness by 2015, chronic homelessness by 2017, Youth/Young Adult and Family homelessness by 2020.<sup>10</sup> The plan has sparked unprecedented interagency cooperation, and [increased funding](#) for homeless programs to support these goals. Nationally, communities are reporting declines in unsheltered homelessness. In addition, the [research base](#) has grown significantly over the past ten years meaning we as a field now know much more about what works for people with different needs and strengths.

<sup>6</sup> Brookings Institute, <http://confrontingsuburbanpoverty.org/> and Seattle Times, <http://www.seattletimes.com/seattle-news/poverty-hits-home-in-local-suburbs-like-s-king-county/>

<sup>7</sup> Harvard Joint Center for Housing Studies, <http://www.jchs.harvard.edu/americas-rental-housing>

<sup>8</sup> Institute on Taxation and Economic Policy, <http://www.itep.org/whopays/states/washington.php>

<sup>9</sup> Brookings Institute, <http://www.brookings.edu/research/reports2/2015/03/city-inequality-berube-holmes>.

<sup>10</sup> U.S. Interagency Council on Homelessness, *Opening Doors*, [http://usich.gov/opening\\_doors/](http://usich.gov/opening_doors/).

## our neighbors in crisis

The prevalence of [homelessness](#)<sup>11</sup> is measured in two primary ways by CEH and its partners, both of which are requirements for all HUD Continua of Care such as CEH:

- Homelessness Management Information System (HMIS), which collects data on the needs of consenting individuals seeking homeless services and measures their progress towards stable housing and other outcomes. CEH has designated the City of Seattle to administer HMIS, which is called [Safe Harbors](#).
- Point in Time Homeless Persons Count (PIT), which provide counts of sheltered and unsheltered people experiencing homelessness on a single night. CEH contracts with the Seattle-King County Coalition on Homelessness to conduct its PIT, called the [One Night Count](#), and CEH also conducts a specialized count of homeless youth and young adults called [Count Us In](#).

CEH measures its progress in ending homelessness by whether homelessness is rare, brief, and one-time. In addition, per this plan, CEH measures income progression and racial disparity.

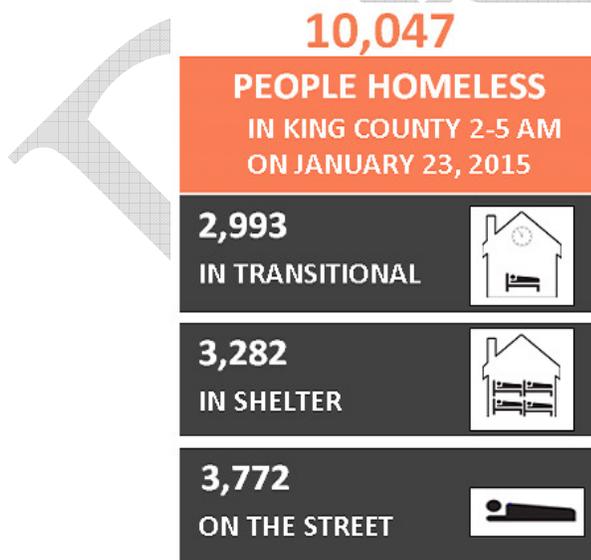


### How Many People Experience Homelessness?

Nationally, more than one million persons are served in HUD-supported emergency, transitional and permanent housing programs each year, and HUD estimates that the total number of persons who experience homelessness may be twice as high.

**Point in Time Data:** The [One Night Count](#) tallied 3,772 people living unsheltered, on sidewalks, in cars, and tents on January 23, 2015. Another 6,275 people were in shelter or transitional housing and still considered homeless by HUD definition. [Count Us In](#) counted 134 unsheltered homeless youth/young adults, and a total of 824 unstably housed young people. Homelessness disproportionately affects King County's [non-white population](#).

**Annual Data:** [Safe Harbors](#) data shows 9,482 households utilized shelter and transitional housing in 2014 and as the charts on the following page illustrate, homelessness can affect anyone in our community, however, disparities exist, especially for people of color.



### Homelessness disproportionately impacts people of color

Native Hawaiian/ Pacific Islanders

**3 times more likely**

African Americans

**5 times more likely**

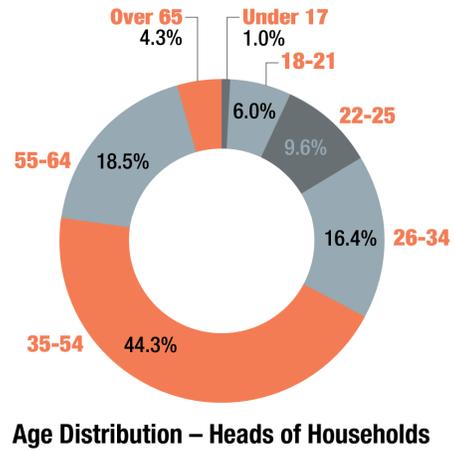
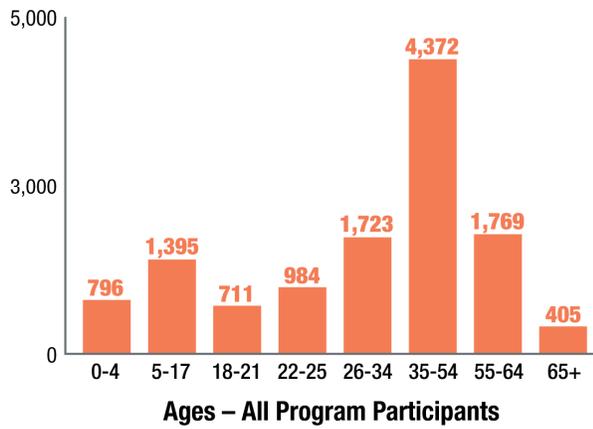
Native Americans/ Alaska Natives

**7 times more likely**

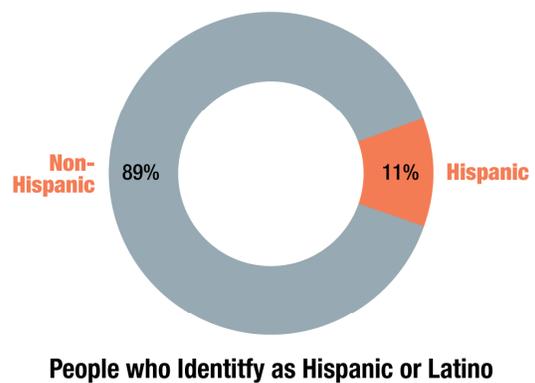
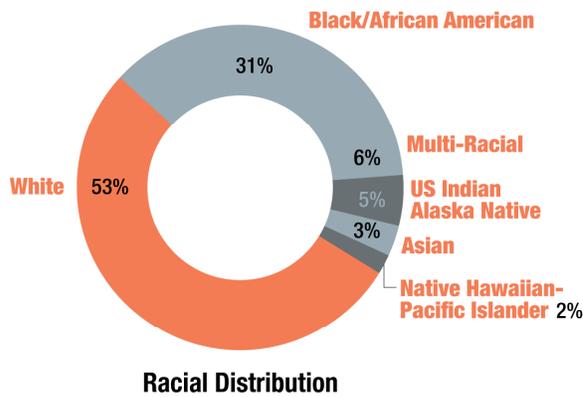
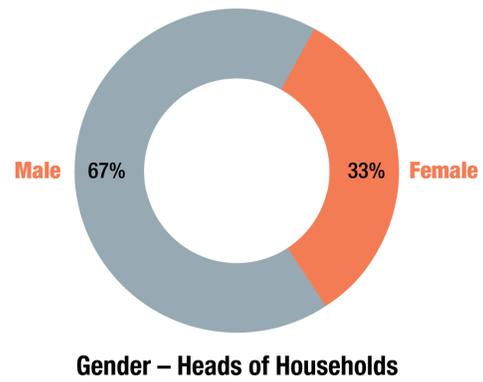
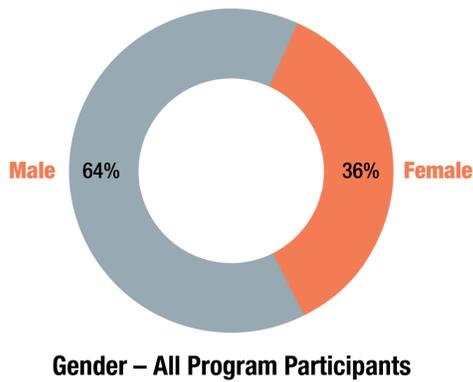
<sup>11</sup> There are four federally defined categories under which individuals and families may qualify as homeless: 1) literally homeless; 2) imminent risk of homelessness; 3) homeless under other Federal statutes; and 4) fleeing/attempting to flee domestic violence. Following HUD's guidance, CEH prioritizes those who are literally homeless.

# Who's Homeless in King County

## AGE

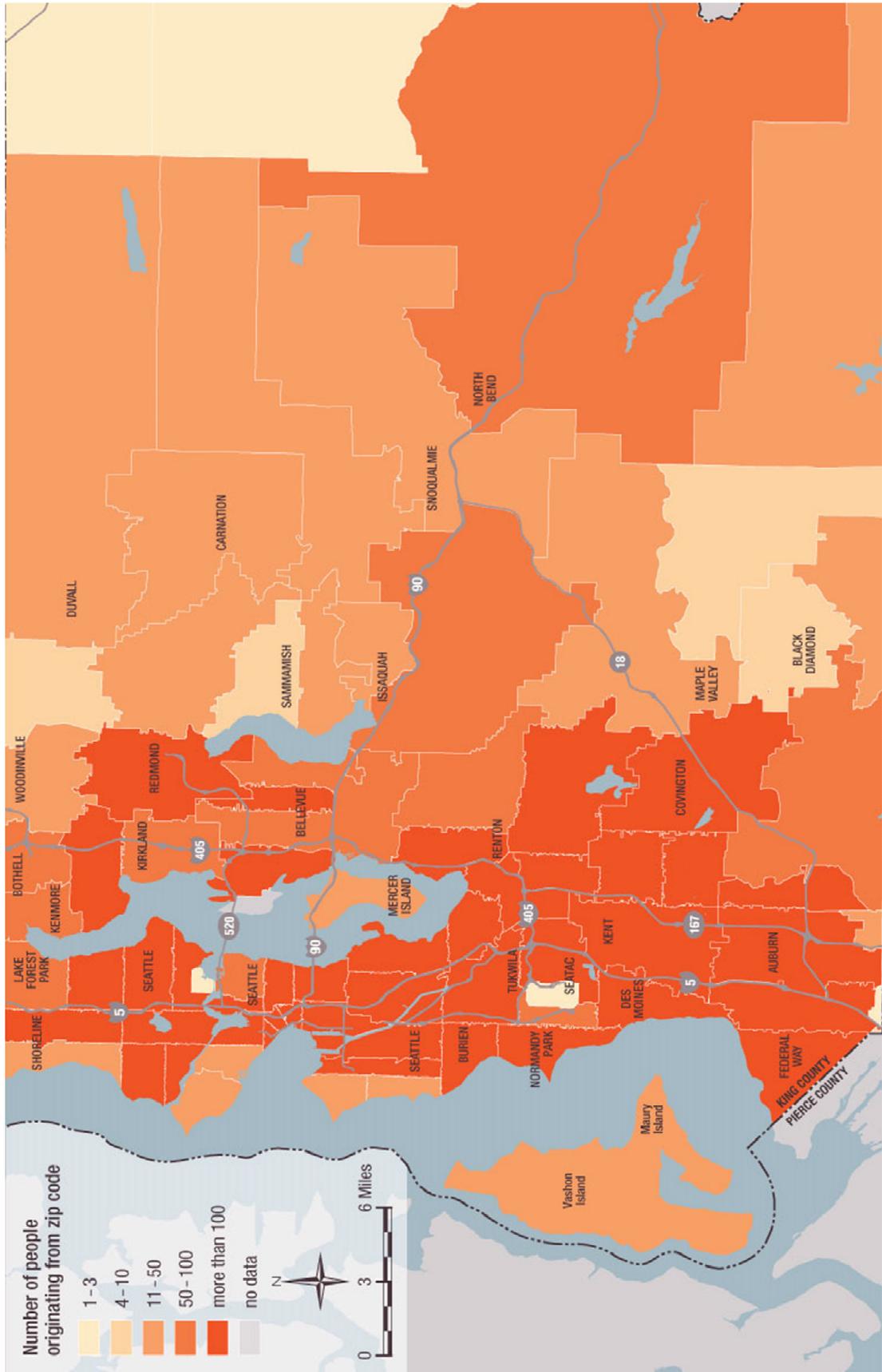


## GENDER



Race and ethnicity treated as separate categories, per HUD regulations

People experienced homelessness in every zip code in King County last year, and 87 percent were from King County and 97 percent from Washington State. (Source: 2013 HMIS data)

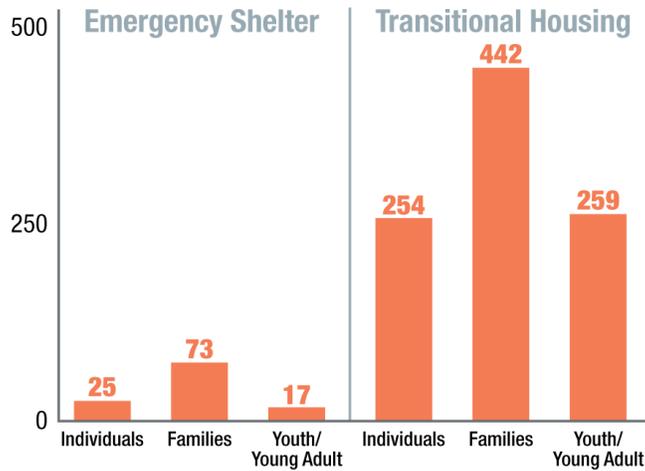




**How Long are People Homeless?**

Homelessness is *not brief enough* in King County: on average, in 2013, people experienced homelessness 141 days before finding permanent housing. When homelessness is shortened, people are safer and more people can use limited resources. We have set a target of ten percent annual improvement in the length of episode of homelessness. The average length of stay in 2014 by intervention (days):

**LENGTH OF STAY**



**How Many People Are Getting Housed, and How Many Become Homeless Again?**

In 2014, 2,071 households exited homelessness to permanent housing, an average of 173 per month. However, too many people were homeless *more than one time*: about 18 percent of people who went from homeless to housed returned to homelessness within two years. (See charts on the following page.) When homelessness is a one-time only occurrence, people can stabilize and public services such as shelter, emergency rooms, and jails are less frequently accessed. We have set a target of ten percent annual improvement to reach our goal of five percent returns

to homelessness.

**2014 EXITS TO PERMANENT HOUSING**



## our resources to address the crisis

### Housing Resources

Through collective action since 2005, CEH dramatically increased the available resources for those experiencing homelessness in King County.

This includes 6,314 units of permanent housing with supports funded since 2004, for a total of 8,337 units of permanent housing with supports countywide.

King County's Continuum of Care (CoC) housing stock ranks third in the nation. Our system includes emergency shelter, transitional housing, Rapid Re-Housing, and permanent housing with supports.

### Top 10 Cities: # of Housing Units Dedicated for the Homeless

1. New York
2. Los Angeles
- 3. Seattle/King County**
4. District of Columbia
5. Chicago
6. Boston
7. Philadelphia
8. Phoenix/Mesa/Maricopa County
9. San Francisco
10. Miami / Dade County

### Financial Resources

In 2014, approximately \$41 million was invested in crisis response strategies to stabilize people currently experiencing homelessness in King County. Another \$114 million went to sustain formerly homeless individuals in permanent housing, assuring they don't return to the streets after exiting homelessness.

The four charts on the following pages show the 2014 investments in housing and services dedicated to people experiencing homelessness.

Information provided in this section is gained from the 'Systems Map', a bi-annual survey of local funding partners actively engaged in and leading CEH Initiatives. Investments reflect local, state and federal direct and pass through funds dedicated to homeless housing and services, and managed by these partners. Partners include: United Way of King County, Building Changes, King County and Seattle Housing Authorities, King County, Cities of Seattle and the Human Services Funding Collaborative<sup>12</sup> (an alliance of cities in East, North, and South King County), and direct funding from the US Department of Veterans Affairs and Housing and Urban Development. Figures are for the survey done in 2014. Other local governments also make funding commitments to address homelessness that are not reflected in this section.

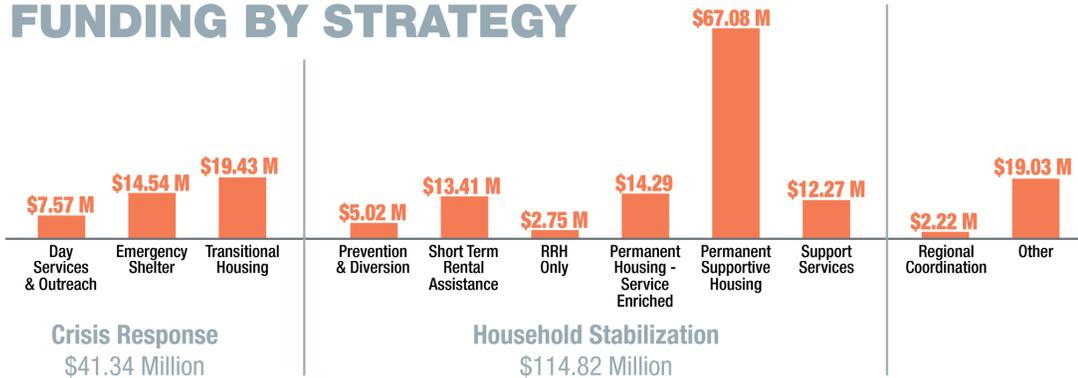
In addition, a key component of our community efforts to end homelessness continues to be the strong commitment from our community partners, including congregations, businesses, and residents countywide. For example, many congregations provide volunteers, in-kind resources, land and buildings, in addition to broader advocacy and community efforts. We recognize this support is substantial, however, it is not represented in these charts.

*Notes: Program Funding by Area Served shows the location of the recipient of funding. Programs available to all residents in the county were categorized as countywide.*

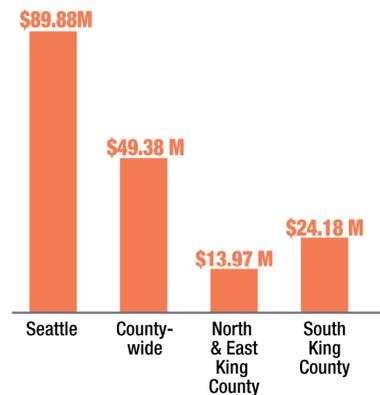
<sup>12</sup> The Human Services Funding Collaborative is an alliance of cities in East, North, and South King County. The participating cities include Auburn, Bellevue, Bothell, Burien, Covington, Des Moines, Federal Way, Issaquah, Kenmore, Kent, Kirkland, Redmond, Renton, Sammamish, SeaTac, Shoreline, and Tukwila.  
June 10, 2015

# Homelessness Investments 2014

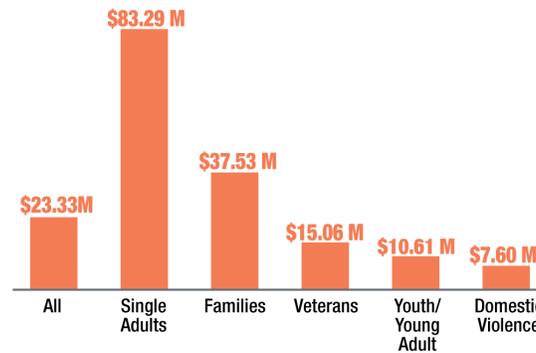
## FUNDING BY STRATEGY



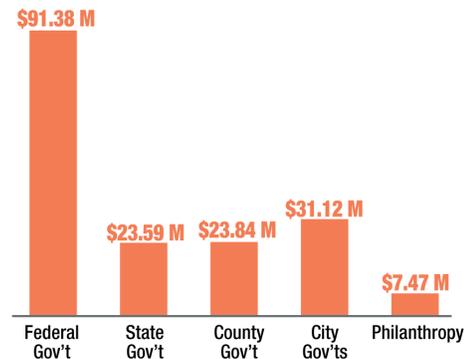
## FUNDING BY AREA SERVED



## FUNDING BY POPULATION



## FUNDING BY SOURCE



<b>Federal</b>	<b>91.38</b>	<b>County</b>	<b>23.84</b>
CDBG + HOME	.79	General Fund + Special Projects	3.01
Health & Human Services	5.68	HOF/Doc Recording Fees	8.13
McKinney/Homeless Housing	22.91	Veterans & Human Services Levy	9.37
Public Housing	53.28	MIDD	2.60
VA	5.73	Other	0.73
<b>State</b>	<b>23.59</b>	<b>Local</b>	<b>31.12</b>
CHG	2.78	Seattle General Fund	15.23
HEN	13.16	Seattle Housing Levy	12.10
Medicaid + Match	6.82	Human Services Funding	3.79
Other	0.82	Collaborative General Fund	
		<b>Philanthropy</b>	<b>7.47</b>
		UWKC	5.45
		Building Changes, Gates, Raikes, others	2.02

Notes: See previous page for details on the data source for this chart. The Human Services Funding Collaborative resources on this chart only include general funds.

**goals, strategies, and action steps**

**Make Homelessness**



**Make Homelessness**

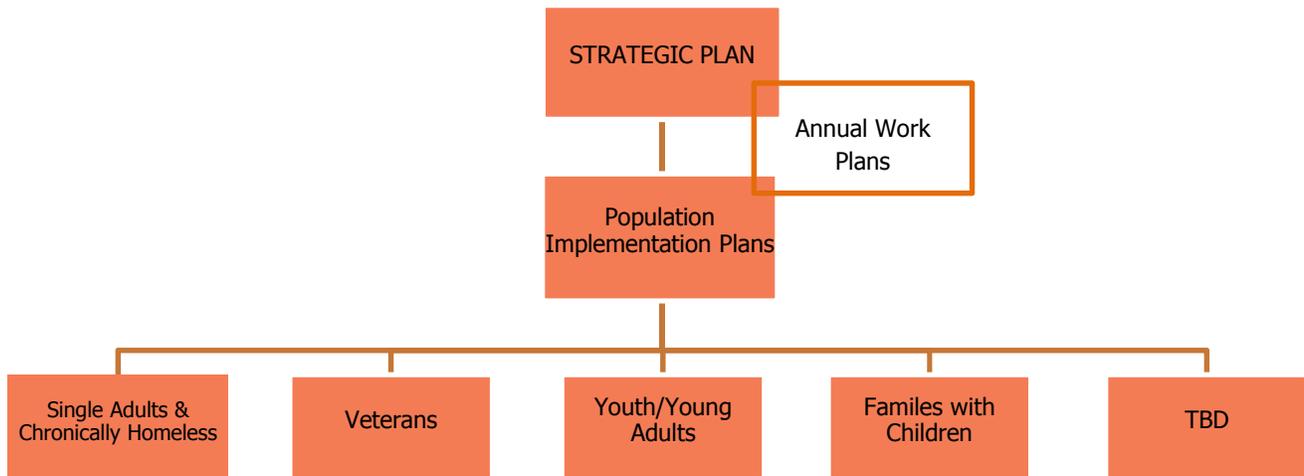


**A Community to End Homelessness**



The following strategies and action steps will guide the work of the Committee to End Homelessness in 2015-2016. Population-level implementation plans will further refine the strategies and action steps. These implementation plans will be amendments to this plan following adoption by the CEH governance committee over the course of the next several months.

Lead partners have been identified for 2015-2016 strategies. For those without a lead, no 2015-2016 action steps are included. For action on these items, lead partners must be identified. These strategies will be amended annually (for July-June) with action steps and reports on progress. Population-level work plans will also be updated annually in accordance with their adoption dates. Please refer to page six for additional information on the timing of the implementation plans by population.



## goal 1: make homelessness rare



**Making homelessness rare** will require addressing the causes of homelessness, which are myriad and institutional. A 2013 national study found predictive factors for community rates of homelessness, including housing market, safety net, economy, demographics, and transience.<sup>13</sup> The study found a 15 percent (metro areas) and 39 percent (nearby suburbs and rural areas) increase in homelessness per \$100 increase in median rent for the examined area. Seattle was the only large city where [rents jumped by more than \\$100](#) between 2010 and 2013. States with lower mental health expenditures were associated with higher rates of homelessness; in 2011, Washington ranked 47<sup>th</sup> in per capita psychiatric beds.<sup>14</sup>

Addressing and reducing homelessness will require **Federal and State action in addition to what we can control locally**. Seattle/King County has one of the largest stock of housing dedicated for people experiencing homelessness in the country. Meanwhile, the number of people living in poverty has grown, with sharp growth in poverty rates outside of Seattle.<sup>15</sup>

At the federal, state, and local levels, **increased affordable housing funding and policies are needed to support renters** who are experiencing homelessness to find and maintain housing. **Homeless prevention** strategies assist households in resolving a housing crisis that would otherwise lead to homelessness. In addition, targeting resources for those closest to homelessness has shown effectiveness. Medicaid, Temporary Aid to Needy Families (TANF), Food Stamps, SSI/SSDI, and behavioral health services are fundamental to housing stability for many, and connecting people to these services prevents homelessness and provides opportunities for others to get and stay housed.<sup>16</sup>

Housing stability is a common need among **individuals leaving jails, foster care, treatment programs and hospitals**, and refugees are at risk of homelessness upon termination of supports. Individuals with a history of incarceration were 7.6 times more likely to report experiencing adult homelessness.<sup>17</sup> Alternative sentencing options and strategies that **stop the cycle of incarceration**, such as Therapeutic Courts (e.g. Drug Court, Mental Health Court, Family Treatment Court, etc.), [Familiar Faces](#), and Law Enforcement Assisted Diversion ([LEAD](#)), are promising local programs that address a significant cause of homelessness. People of color are also disproportionately represented in these systems. Each of our strategies must intentionally measure and direct action toward reducing these disparities.



### how we'll know it worked

- ➔ Fewer people are unsheltered or temporarily housed
- ➔ Fewer people exit institutions directly to homelessness
- ➔ Racial disparities among people experiencing homelessness are reduced
- ➔ More people are housed and sheltered
- ➔ Fewer low-income households are spending more than half of their income for housing

<sup>13</sup> Journal of Public Affairs, [New Perspectives on Community-Level Determinants of Homelessness](#)

<sup>14</sup> Washington State Institute for Public Policy, [Inpatient Psychiatric Capacity in Washington State](#), 2011.

<sup>15</sup> Brookings Institute, [Confronting Suburban Poverty in America: Seattle Times article and Brookings report](#).

<sup>16</sup> U.S. Department of Housing and Urban Development, [Strategies for Improving Homeless People's Access to Mainstream Benefits and Services](#).

<sup>17</sup> University of Pennsylvania, [Factors Associated with Adult Homelessness in Washington State](#), 2013.

## strategy 1.1: advocate and align systems to prevent people from experiencing homelessness

- 1.1.A **Integrate prevention strategies in local homeless housing and service planning, and invest prevention resources in communities where the need and opportunity are greatest.** Success of prevention strategies requires targeting of resources to those most likely to become homeless. Strategies should test, evaluate, and refine targeting; have an explicit focus on addressing racial disparities; and target specific geographic areas.
- 1.1.B **Expand proven programs for connecting people exiting systems to housing.** Assure key systems (foster care, criminal justice, healthcare, mental health, refugee resettlement, other) incorporate discharge plans for housing within their support services. Share known best practices of proven discharge-planning models, advocate for necessary resources to incorporate or bring to scale discharge planning efforts, and test, learn and refine.
- 1.1.C **Collaborate with other mainstream systems including education, juvenile justice, foster care, and mental health** to address the urgent issue of YYA homelessness and prevent exits to homelessness for youth in care.
- 1.1.D **Advocate to the State for a stronger Interagency Council on Homelessness** commitment to preventing homelessness. Learn from states such as Utah, Minnesota, and Massachusetts that set state-level goals, and developed cross-system partners such as employment, criminal justice, physical and mental health, education, and entitlements. Set goals to increase access to cross-system services, reduce barriers to enrollment, and end related system exits to homelessness.
- 1.1.E **Assure availability of critical services frequently needed by** people with chronic disabilities and other vulnerable populations to enable them to live in stable community-based housing by advocating for funding and policies that reduce capacity barriers in other support systems. Provide professional development training to cross-system partners (criminal justice, behavioral health, healthcare, other) on best practices for serving people experiencing homelessness.
- 1.1.F **Advocate for secure sustainable funding to ensure sufficient, simplified access to behavioral health treatment** such as detox and outpatient psychiatric treatment and the integration of behavioral-physical health services. Support siting requests for new programs and services to assure regional distribution of housing and services.
- 1.1.G **Increase access to civil legal aid in situations where legal advocacy will prevent homelessness** (e.g. access to State and Federal benefit programs, SSI/SSDI, etc., foreclosure prevention, immigration, tenant representation, unemployment benefits, ABD, etc.).



### **2015-2016 action steps**

- ➔ Continue the work of the Health and Human Services Transformation to make the shift from costly, crisis-oriented response to health and social problems to one that focuses on prevention, embraces recovery, and eliminates disparities. Specific initiatives include Familiar Faces, Communities of Opportunity, Physical/Behavioral Health Integration, and the proposed Best Starts for Kids levy. (Lead: King County; Quarter 4 2015)
- ➔ Organize efforts to support legislative action to strengthen State Interagency coordination (Leads: USICH, CEH, other county leaders, State partners; 2016)
- ➔ Prevent homelessness among young people exiting foster care by applying for Youth At Risk of Homelessness implementation grant. (Lead; United Way of King County, Building Changes; Quarter 3 2015)

## strategy 1.2: advocate and support partners to preserve existing and create more affordable housing for those making below 30% AMI

- 1.2.A **Advocate for Federal, State, and local policies and funding to increase and preserve low-income housing** for households earning below 30% Area Median Income (AMI).
- Restore and increase federal support for low income housing development and operations through funding programs and retaining/strengthening the low income housing tax credit program.
  - Restore and increase Section 8 appropriations to expand both rental assistance programs and housing developments that serve households below 30% AMI.
  - Increase resources for State Housing Trust Fund and Federal Housing Trust Fund, and advocate for housing for those below 30% AMI.
  - Actively support local funding proposals including Seattle and King County levy renewals.
  - Encourage the use of a range of tools, policy, and land use regulations to increase the development of new affordable housing. Preserve existing affordable housing and address issues of substandard housing.
  - Assure policies and development address need for family-sized units, regional distribution, housing quality, and preservation of existing affordable housing
    - Tailor strategies at the regional level to emphasize preservation of affordable housing stock where it now exists and creation of new affordable housing stock where it is scarce.
  - Increase private sector involvement in creating more affordable housing.
- 1.2.B **Increase access for people at risk of homelessness to existing affordable housing.**
- Increase resources for immigrants and refugees to mitigate the effects of restricted fund sources.
  - Ensure provision/coordination of services for those who need additional housing stabilization services.
  - Advocate for flexible policies to allow community and family supports in affordable and subsidized housing; ensuring need for services doesn't negatively impact eligibility.
  - Promote access to rental housing for those receiving housing vouchers. Strategies may include ordinances which bar landlords from discriminating against potential tenants who receive rental subsidies ("source of income discrimination ordinances").
  - Address policies for locally-funded rental assistance programs to ensure Housing Quality Standards do not create disincentives for Landlord participation.



### **2015-2016 action steps**

- ➔ Establish and implement federal, state and local advocacy agenda to expand affordable housing (Leads: WLIHA, HDC; 2015-2016)
- ➔ Pass the Seattle Housing Levy (Lead: Seattle, HDC; 2016)
- ➔ Work with cities to encourage adoption and implementation of comprehensive plan Housing Element policies that support incentivizing new and preserving current affordable housing. (Lead: HDC; 2015-2016, ongoing)

## strategy 1.3: expand evidence-based pre-adjudication and post-conviction sentencing alternatives that minimize involvement in the criminal justice system for people experiencing homelessness

- 1.3.A Support the enhancement and expansion of pre-adjudication programs and sentencing alternatives that help individuals avoid a criminal history while reducing recidivism. Pre-adjudication programs, such as diversion courts and LEAD (Law Enforcement Assisted Diversion), and post-conviction sentencing alternatives can avoid incarceration, reduce recidivism, and reduce future homelessness by avoiding criminal convictions.



### **2015-2016 action steps**

- ➔ Support efforts to secure sustainable funding for pre-adjudication programs and sentencing alternatives programs that help individuals avoid a criminal history while reducing recidivism. (Leads: King County, City of Seattle and local governments; 2015-16)
- ➔ Collaborate with Therapeutic Courts, Mainstream Courts, Familiar Faces, LEAD, and others partners, including partnerships identified and created under Strategy 2.2 to better integrate referrals and services among people experiencing homelessness. (Leads: King County, City of Seattle and local governments; 2015-16)

## goal 2: make homelessness brief and one-time



**To make homelessness brief and one-time**, we must align funding and programs to support the strengths and address the needs of people experiencing homelessness. Shortening the length of time families and individuals are homeless reduces trauma and also creates capacity in our crisis response system for others in need. Ensuring that those we support to move to permanent housing do not become homeless again and return to our crisis response system also increases capacity.

**People will experience crises**, and we must have resources for them at these vulnerable times. This includes providing shelter, options for safe camping and parking, and coordination between law enforcement officers or other first responders and service providers. Local governments are responsible for ensuring public safety and public health, and maintaining public amenities for all residents, including those housed and homeless. Policies, practices, and ordinances that disproportionately impact people experiencing homelessness are costly and create barriers to [housing stability](#)<sup>18</sup>. For people surviving without shelter, these policies, practices, and ordinances may also exacerbate mental and physical health problems, create or increase criminal records, and result in the loss of key personal documents that make it even harder for people to exit homelessness. Approaches that foster collaboration between service providers and first responders, such as law enforcement, can do more to reduce homelessness.<sup>19</sup>

A **well-functioning 'system' of providing housing and services** to people experiencing homelessness is essential to making homelessness a brief and one-time occurrence. People who are homeless need homes and jobs. We need to better match people with the resources we have in our community, which includes at least \$160 million annually for programs for people experiencing homelessness (see pages 15- 17 for details on financial resources). We need to ensure we are delivering what people experiencing homelessness need in a cost-effective way. This enables our system to serve more people, while also ensuring people have companionship as they regain housing stability. The National Alliance to End Homelessness ([NAEH](#)) System Wide Analytics and Projections (SWAP) suite of tools will assist our community in using our local data to realign our funding and programming and to identify resource gaps, by program type and population.

**Making large-scale changes to our system** will require the entire funder and provider community to embrace an approach that focuses on safety, matching, immediate placement into permanent housing, and supporting stability through services and employment. Accurate information from people experiencing homelessness about their needs and satisfaction, regular analysis and continuous learning, capacity building, and a commitment to addressing regional and racial disparities are needed.



### how we'll know it worked

- ➔ People experience fewer days homeless
- ➔ Incomes are increased
- ➔ Fewer people lose housing stability
- ➔ Racial disparities among people experiencing homelessness are reduced

<sup>18</sup> Seattle University School of Law's Homeless Rights Advocacy Project: <http://www.law.seattleu.edu/newsroom/2015-news/law-school-project-releases-briefs-critical-of-criminalizing-homelessness>

<sup>19</sup> U.S. Interagency Council on Homelessness, *Searching Out Solutions*: [http://usich.gov/resources/uploads/asset\\_library/RPT\\_SoS\\_March2012.pdf](http://usich.gov/resources/uploads/asset_library/RPT_SoS_March2012.pdf)

## strategy 2.1: address crisis as quickly as possible

- 2.1.A **Ensure sufficient shelter capacity**, including the preservation of existing shelter and increasing capacity to meet specific needs by population and region; including non-traditional shelter models that provide pathways to housing and interventions for long-term shelter stayers. Utilize National Alliance to End Homelessness tool to set system targets, which uses local data to make projections for system-level outcome improvements.
- 2.1.B **Increase support and community education for crisis response needs**, including interim survival mechanisms such as encampments, safe parking programs, and daytime/hygiene services that bring people out of the elements and create pathways to housing.
- 2.1.C Expand capacity to **divert people from shelter**, providing housing focused services prior to housing placement, including community-based strategies that provide (safe and appropriate) alternative options to shelter, creating a **“what will it take”** approach to get people on a **pathway into housing**.



### 2015-2016 action steps

- ➔ Expand shelter, interim survival mechanisms, and shelter diversion (Leads: City of Seattle, King County, Building Changes, United Way, SKCCH, providers and sub-regional collaborations; 2015-2016)
- ➔ Implement McKinney bonus fund project for long-term shelter stayers (Leads: CEH, City of Seattle; 2015-2016)

## strategy 2.2: foster collaboration between first responders, service providers, and local communities to increase housing stability for those experiencing homelessness

- 2.2.A **Solicit information from local governments, including human services staff, law enforcement, and other first responders about existing partnerships with service providers and innovative approaches to assist those in need of housing.** Develop new, and boost existing, partnerships between behavioral health and social service providers, neighborhood associations, and local governments, including law enforcement and other first responders. Engage partners in proactive strategies that link individuals who are homeless with housing and services with the additional goal of reducing criminal justice system involvement. Ensure adequate resources are available for proactive and consistent outreach efforts.
- 2.2.B Provide support to local governments to undertake an impact analysis of local policies, practices, and ordinances that disproportionately impact those experiencing homelessness, and the costs and consequences to residents (housed and homeless). The review could also include identification of gaps in services and a cost/benefit analysis comparison of alternative approaches.



### 2015-2016 action steps

- ➔ Host a convening, and disseminate case studies on best practices for **collaboration between first responders and service providers** to increase housing stability for those experiencing homelessness. As a potential outcome of the convening, a toolkit for local neighborhoods may be created. (Leads: SCA, CEH; Quarter 4 2015)
- ➔ Pilot a voluntary **impact analysis of policies, practices, and ordinances in one to two communities**. Through this analysis, local governments will be able to identify policies, practices, and ordinances that create barriers for those experiencing homelessness and implement changes to support housing stability for all residents (housed and homeless) in their communities. (Lead: CEH; Quarter 1 2016)

### strategy 2.3: assess, divert, prioritize, and match with housing and supports

- 2.3.A Ensure there is a **coordinated assessment system that is equipped to assist in appropriately identifying and prioritizing candidates for the right housing** and services intervention by using a progressive engagement approach and diverting people from shelter where possible.
- 2.3.B Integrate into the coordinated assessment process a standardized employment readiness assessment that leads to **appropriate linkages with employment services**.
- 2.3.C Ensure admission criteria for homeless housing projects reflects **Housing First practices** (reducing criteria based on income, disability, treatment compliance, criminal histories, etc.) while ensuring agencies have the capacity to provide appropriate services for the target population.
- 2.3.D Improve access to civil legal aid to assist populations facing disproportionate levels of homelessness in King County in accessing state and federal benefit programs. Explore 'no cost' strategies that provide better integration of existing structures for improved coordination and elimination of silos that create structural barriers. Identify civil legal organizations in King County that can partner with homeless housing providers to deliver civil legal aid to people facing civil legal barriers to obtaining or maintaining access to housing.



### 2015-2016 action steps

- ➔ Implement all-population coordinated entry system using progressive engagement approach (Lead: Multiple partners; ongoing improvements in 2015, full implementation by Quarter 2 2016)

### strategy 2.4: right-size housing and supports to meet the needs of people experiencing homelessness

- 2.4.A Commit to **right-sizing our homeless housing stock and services** based on typology and needs throughout the system so we can house more people; utilize National Alliance to End Homelessness tool to assist in setting system targets.
- 2.4.B **Increase rapid re-housing** opportunities to enable people to locate housing and exit homelessness quickly.

- 2.4.C **Increase Permanent Supportive Housing (PSH)** for those who are chronically homeless:
- Sustain and increase availability throughout King County through new housing development and rental assistance models.
  - Optimize utilization (examples: prioritizing admission for those with the highest needs; supporting strategies that enable residents to move to more or less service-intensive housing based on identified need).
  - Identify appropriate and sufficient services funding to ensure housing stability in PSH (e.g. mainstream sources such as Medicaid).
  - Plan with Seattle Housing Levy to increase PSH.
- 2.4.D **Convert transitional housing** stock to support rapid placement in permanent housing. Some limited transitional housing programs will remain to serve specialized populations that would benefit from the model.
- 2.4.E Increase the capacity of providers to implement **tailored services**; utilizing **progressive engagement** and **Housing First** practices that are flexible and responsive to the needs and priorities of individuals. Ensure support for culture shift for providers.
- 2.4.F Ensure **culturally appropriate, tailored, and responsive services** / relevant pathways out of homelessness. Ensure that the right amount of the appropriate services is available to maintain housing in a culturally appropriate way.
- 2.4.G Ensure homeless housing stock and services are geographically located to allow, whenever possible, for the need of individuals and families to be met in their own communities.



### **2015-2016 action steps**

- ➔ Continue right-sizing underway, including family transition housing conversion and young adult typology analysis. Utilize NAEH modeling tool to assist in determining right-size of each housing model and resource gaps, including racial and geographic, to include in population implementation plans and establish future state targets (Lead: Funders Group; analysis by Quarter 4 2015)

## strategy 2.5: increase access to permanent housing

- 2.5.A **Increase access to private market housing opportunities by expanding coordinated, countywide, landlord outreach / engagement strategies** to recruit private market rental partners. Expand One Home Landlord Engagement campaign with additional incentives and marketing. Incentivize the reduction of screening criteria that screens out prospective tenants with evictions, poor credit, criminal histories.
- 2.5.B **Increase access to housing opportunities by expanding permanent housing options** that may be less expensive, such as shared housing, host homes, boarding houses, and SROs.
- 2.5.C **Increase availability of subsidized low income housing** that is set-aside for people experiencing homelessness.
- 2.5.D **Increase access to subsidized low income housing** that is not set-aside for people experiencing homelessness; examples include decreasing tenant screening barriers and implementing homeless preference in low income federally subsidized housing.



### **2015-2016 action steps**

- ➔ Expand One Home Landlord Engagement campaign with additional incentives and marketing (Leads: CEH, Zillow, United Way; Quarter 4 2015, ongoing)

## strategy 2.6: create employment and education opportunities to support stability

- 2.6.A **Recruit more businesses to train and hire people who have experienced homelessness** to increase capacity to assist people in accessing employment and increasing income.
- 2.6.B **Increase access to employment programs through employment navigation services**, which support people experiencing homelessness (including youth and young adults) to increase and sustain income through employment.
- 2.6.C **Integrate financial empowerment strategies into housing services** to improve financial stability (e.g. money-management advice and coaching).
- 2.6.D **Increase access to appropriate services to gain and sustain employment and education opportunities**, such as childcare / child care financial assistance.
- 2.6.E **Formalize cross-system agreements to improve access to employment and education programs, and outcomes of people experiencing homelessness** by developing State and local level memorandum of agreement, and include agreements regarding leadership, staff training, goals and outcomes.
- 2.6.F **Improve data collection on the employment and education needs and outcomes** of people experiencing homelessness.



### **2015-2016 action steps**

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- ➔ Integrate employment and education program access into coordinated entry (Leads: CEH, Workforce Development Council, King County, City of Seattle, United Way, Building Changes, provider partners; 2015-2016)

## goal 3: a community to end homelessness



**It will take the entire Community to End Homelessness.** All partners must be aligned if we are to meet the goals of this plan, and a new level of engagement and accountability among all sectors is needed.

**Awareness and engagement of residents** of King County will support our goals of making homelessness rare, brief, and one-time in King County. Efforts like the [Rethink Homelessness](#), [Invisible People](#), and locally, [Facing Homelessness](#), [Firesteel](#), and Seattle University's [Project on Family Homelessness](#) are effective at changing perception and sparking action by individuals. Connecting housed residents with those experiencing homelessness, through crowdfunding and companionship, is a promising approach to activating our community to advocate for systemic change while making a difference in real person's lives immediately. Building

community among the partners working to end homelessness, and celebration is key to weaving together this community of committed champions.

Instead of asking business leaders to attend meetings and provide input, we need to maximize their contributions by providing concrete opportunities to support the goals of this plan, including job creation, housing access, and state and local policy changes. Communities, such as [Los Angeles](#), that have strong **business community partnership** in efforts to end homelessness are providing leadership opportunities for business partners.

For decades, a strong component of our community efforts to end homelessness has been the **strong commitment of congregations** countywide. Multiple organizations have organized and supported congregations. Many congregations have provided land and buildings, led local and state advocacy, increased community awareness, and provided jobs and housing. These efforts need ongoing support to expand and allow for more congregations to contribute.

We have learned that effective collaboration is an ongoing process that never truly ends. Accomplishing community-level outcomes, such as ending homelessness, requires a **strong infrastructure and shared accountability**. [Our current charter and governance structure](#) is overly complicated, and decision-making has become diffuse among too many committees. Community-based governance equipped with decision-making authority will provide oversight and leadership for the implementation the plan.

Adoption of this plan enacts a process to establish a **new governance structure** for the Committee to End Homelessness. The Governing Board and Interagency Council will be consolidated into a single "Coordinating Board". Membership will be representative of our county and people who are experiencing homelessness. Formal agreements must be reached among partners to ensure accountability and results. The voluntary adoption of a memorandum of agreement among participating funding partners will also establish funding alignment and commitment to achieving community-level outcomes. The memorandum will define roles of authority, establish system infrastructure staffing responsibilities, and provide clarity of commitment among partners to achieving the goals of the plan. Additionally, to successfully implement this plan, infrastructure, including staffing, capacity building for providers, database management, evaluation, and advocacy, are necessities.



### how we'll know it worked

- ➔ Increased engagement of residents
- ➔ Increased leadership of business and faith leaders
- ➔ Effective and efficient governance and system infrastructure

### strategy 3.1: engage residents, housed and homeless, to take community action

- 3.1.A **Launch an ongoing community-wide public awareness and engagement campaign** to provide opportunities for action and compassion among all residents, housed and homeless. Create opportunities for action through advocacy, volunteerism, donations, and more. Develop multiple forms of media and hold regular community forums. Connect housed residents with those experiencing homelessness, through crowdfunding and companionship. Find ways to link individual stories that agencies are producing already, and take advantage of affordable housing forums, neighborhood organizations, candidates forums, and other existing venues.
- 3.1.B **Create a business leaders task force** to establish goals and strategies for the business community to support the strategic plan. Areas of focus for the task force could include fundraising, advocacy, job creation, and housing access.
- 3.1.C **Increase visibility and expand efforts of successful initiatives that engage faith** institutions and individual congregants, particular focus could include advocacy, recruitment of landlords, and hosting of day centers, meals, shelter, and encampments.



#### **2015-2016 action steps**

- ➔ Launch an ongoing community-wide public awareness and engagement campaign to provide opportunities for action and compassion among all residents, housed and homeless. (Leads: CEH with communications partners; Quarter 4 2015)
- ➔ Create a business leaders task force to establish goals and strategies for the business community. (Lead: UWKC; Quarter 4 2015)
- ➔ Increase visibility and expand efforts of successful initiatives that engage faith institutions and individual congregants; consider convenings where faith leaders can work with CEH on how they might more cooperatively and effectively undertake various initiatives on homelessness and housing. (Lead: Seattle University; Quarter 4 2015)

### strategy 3.2: provide effective and accountable community leadership

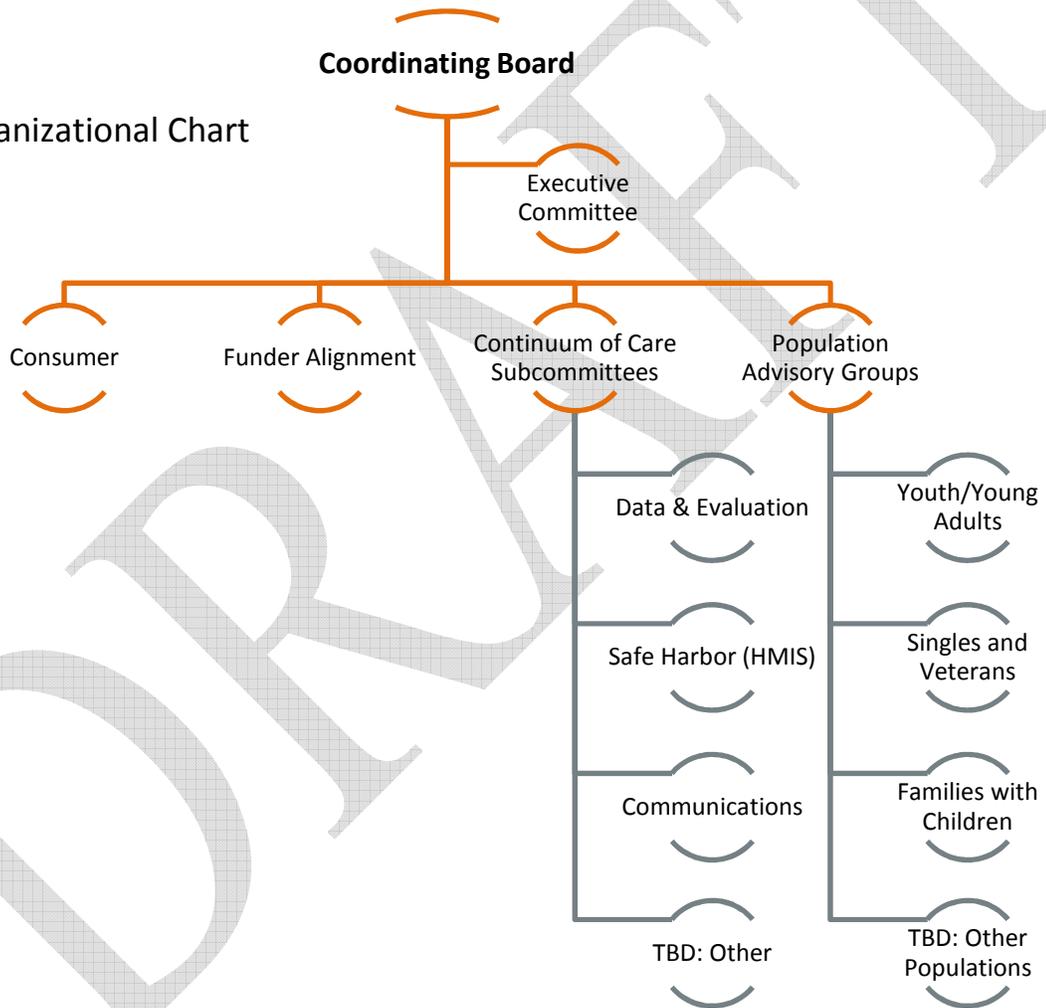
- 3.2.A **Establish a single “Coordinating Board”**, consolidating the existing Governing Board and Interagency Council. The role of this body will be:
- Providing oversight and leadership for the implementation of this plan
  - Organizing to provide for a system of housing and services to address the needs of people experiencing homelessness in King County
  - Ensuring accountability for results
- 3.2.B **Engage local governments, philanthropic organizations, and community partners** in the development and voluntary adoption of a Memorandum of Agreement to assist in implementing this plan including voluntary alignment of funding and commitment for community-level outcomes. The MOA shall define roles, establish system infrastructure and staffing responsibilities, and clarify commitments towards achieving the goals of this plan.
- 3.2.C **Build community among partners by recognizing successes** through social media, blogs, reports, regular convenings, and an annual CEH meeting.



**2015-2016 action steps**

- ➔ Establish new governance structure (see CEH Organizational Chart below) through the adoption of a revised charter. The existing CEH Executive Committee (see beginning of plan for member names) will serve as the transition committee. Applications for membership to the new “Coordinating Board” will be open to the public. (Lead: CEH Coordinating Board; Quarter 3 2015)
- ➔ Develop MOA among funding partners. The MOA shall define roles, establish system infrastructure and staffing responsibilities, and clarify commitments towards achieving the goals of this plan. (Lead: CEH Coordinating Board/Executive Committee; Quarter 4 2015)

CEH Organizational Chart



**Charter Agreement  
Committee to End Homelessness in King County  
(2015 Revision)**

**1. Introduction**

This Charter Agreement (Charter) establishes the Committee to End Homelessness (CEH) in King County as King County’s Continuum of Care (CoC) in accordance with the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act and in accordance with King County Ordinance 2005-0371.1, by which the Committee to End Homelessness is designated as the local homeless housing task force pursuant to Sections 3(9) and 8 of Chapter 484, Laws of Washington 2005, and is recognized as the body to coordinate and oversee implementation of the CEH Strategic Plan ('the Plan') by the county and the other members of the Committee to End Homelessness. The CEH is a regional coalition hosted at King County Department of Community and Human Service which serves as the Administrative Agency ('Administrative Agency') to CEH.

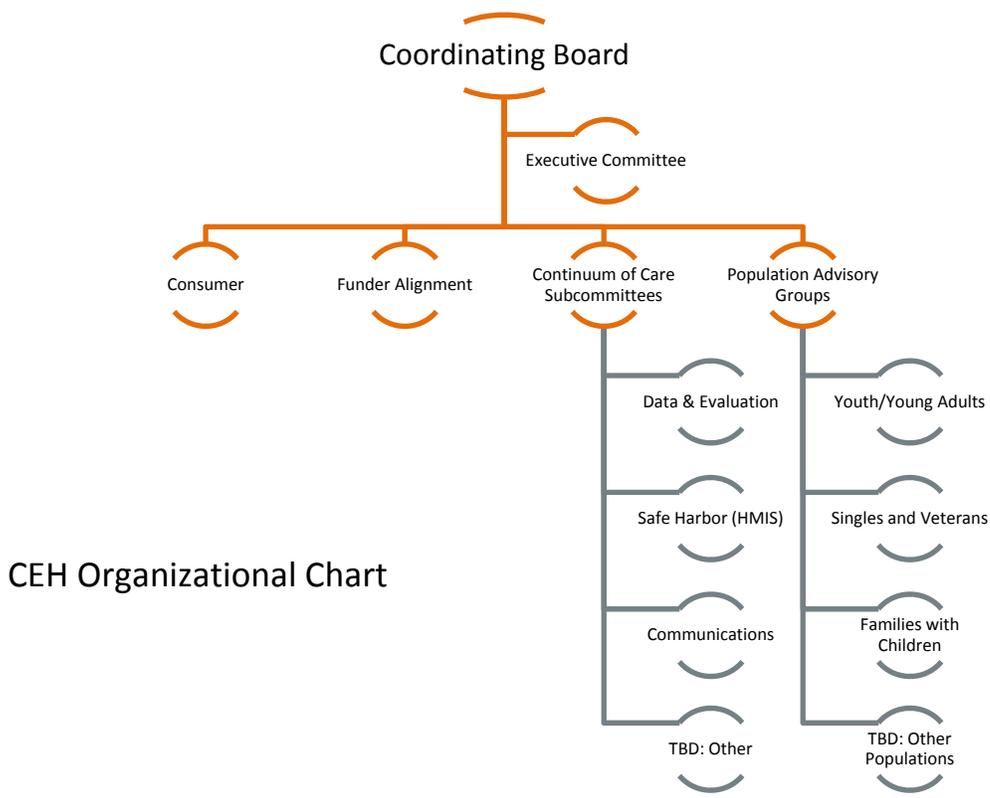
The Charter further establishes Advisory Bodies to act on its behalf that are representative of the relevant organizations and of projects serving homeless subpopulations within the CoC’s geographic area. This includes the roles and responsibilities, operations and decision making authority of these Advisory Bodies.

**2. Duration**

This Charter shall be adopted on the day it is approved by the CoC. Thereafter, the Charter shall be reviewed and approved in full every three years by the CoC. Annual updates will be conducted and affirmed as necessary by the Coordinating Board in consultation with the collaborative applicant and the Homeless Management Information Systems (HMIS) lead.

**3. Structure**

On July 1, 2015, we will launch a new four-year Community Strategic Plan, A Regional, Aligned, Community Plan to End the Experience of Homelessness among Residents of Seattle/King County, to achieve this vision. The Plan is a recommitment to our vision of ending homelessness, and what needs to happen for this vision to become reality. The Charter delineates operating structure, roles, responsibilities and commitments for the operation of the CEH.



#### 4. Duties and Responsibilities of CEH and its Advisory Bodies

The CEH Continuum of Care (CoC) includes all organizations and individuals actively engaged in CEH activities. Membership is open, as everyone's help is needed to implement the Plan.

Ending homelessness requires a regional approach and full participation from all strata of the community. All jurisdictions and organizations with an interest in addressing homelessness will be invited to endorse the Plan. The Advisory Bodies (collectively defined as the Coordinating Board, Consumer Advisory Council, and Funder Alignment Group, and subcommittees and workgroups convened by the Coordinating Board) together with the broader CoC, are jointly responsible for implementing the Plan. The broad role of each of these bodies is described below.

In order to provide an effective and efficient governance and system infrastructure, the following principles are incorporated into the Advisory Bodies:

- Reflect the diversity of people experiencing homelessness.
- Promote equity for communities of color disproportionality affected by homelessness.
- Reflect a cross-sector and regional approach.
- Connect CEH governance with a variety of local government perspectives, including human services, planning, and public safety, among others.
- Provide transparency and inclusiveness.
- Promote shared responsibility and accountability.
- Clarify roles and responsibilities, and communicate decisions clearly and widely.

**Continuum of Care** Support efforts to end homelessness in Seattle/King County through participation in advisory bodies, task forces, workgroups, and general CEH activities. Help to identify key issues that will need to be addressed to advance CEH efforts and mobilize base of constituents needed to achieve CEH goals.

**Coordinating Board** Provide oversight and leadership for the implementation of the Plan while ensuring accountability for results.

**Consumer Advisory Council** Provide consumer perspective to CEH priorities and strategies. Reflect the diversity of people experiencing homelessness. Consumer representation will also be included on the Coordinating Board and subcommittees.

**Funder Alignment Group** Evaluate, allocate and monitor resources and funding strategies to support the goals of CEH and the strategies adopted to implement the Plan. Leverage grant making to ensure accountability to CEH priorities and best practices.

**CoC Subcommittees and Population Advisory Groups** Provide venue for deeper investigation of strategies and policy needed to achieve CEH Goals.

The specific membership, commitments and specific responsibilities of each are described in the following sections of this Charter. This includes the convening of subcommittees and the adoption of population implementation plan, and approval of annual workplans.

#### 5. Continuum of Care

##### A. Purpose

*The purpose of the CoC is to: Invigorate. Communicate. Participate.*

The CoC shall support efforts to end homelessness in Seattle/King County through participation in advisory bodies, task forces, workgroups, and general CEH activities. Help to identify key issues that will need to be addressed to advance CEH efforts and mobilize base of constituents needed to achieve CEH goals.

##### B. Responsibilities

1. Adopt the Governance Charter defining membership and roles, setting expectations, and assigning responsibilities among CEH advisory bodies.
2. Support efforts to end homelessness in Seattle/King County, through participation in advisory bodies, task forces, workgroups, and general CEH activities.
3. Review and celebrate progress of the Plan and help identify key issues to be addressed in order to advance CEH efforts.
4. Mobilize a constituent base needed to achieve CEH goals.

**C. Decision Making:**

1. Participate on advisory bodies / task forces, semi-annual meetings, and information sharing forums.
2. Adopt the governance charter in whole, defining membership and roles, setting expectations, and assigning responsibilities among CEH Advisory Bodies. Thereafter review and approve the charter every three years. **(HEARTH requirement)**
3. Consensus will be sought on decisions of all CoC bodies. In cases where consensus cannot be reached, the Coordinating Board will resort to Robert's Rules of Order, with a requirement of a super majority vote of 60 percent approval for the item on the table. Proxy votes among voting members are permitted if submitted at least 24 hours in advance. Where substantial differences of opinion exist, the final report or meeting summary shall reflect the divergence of views.
4. For the purposes of decision-making at the CoC Annual Conference, voting is not anonymous. Voting members of the CoC are defined as sitting members of the CEH Advisory Bodies and subcommittees identified on the CEH Organizational Chart along with those attending the Annual Conference.

**D. Membership and Selection Process**

1. Members of the CoC shall be those organizations and individuals who are interested in, and supportive, of our community's goals to end homelessness.
2. The membership and selection process for sitting members of each of the CEH Advisory Bodies is outlined in the following sections: Coordinating Board, Consumer Advisory Council, Funder Alignment Group, CEH Executive Committee, and CEH Subcommittees and Advisory Groups (Data and Evaluation, Safe Harbors, Communications and Population Advisory Groups).

**E. CoC Meetings**

1. An Annual Conference of the full CoC will be convened annually. Notice of this conference will be posted on the CEH website ([www.CEHKC.org](http://www.CEHKC.org)) a minimum of two calendar weeks in advance of the meeting, and included in the CEH Newsletter.
  - a. The Annual Conference shall be held in a meeting location accessible to the public, within ¼ mile of public transportation.
  - b. The Annual Conference shall be an opportunity to engage the CoC, and opportunity for public involvement shall be incorporated within the conference structure. As well, public comment shall be solicited via the CEH website and compiled in advance of the conference. Public comment submitted 48 hours before the conference shall be compiled and available for viewing at the conference.
  - c. The agenda for the Annual Conference shall be set by the Coordinating Board Executive Committee.
2. An additional meeting will be convened annually at which the Coordinating Board reviews and approves the CEH workplan for the coming year. This meeting shall also be an open meeting.
  - a. This meeting shall be held during business hours, in a meeting location accessible to the public, within ¼ mile of public transportation.
  - b. A minimum of ten minutes shall be set aside for public comment.
  - c. The agenda for the meeting at which the CEH workplan for the coming year is established shall be set by the CEH Executive Committee.

**6. Conflicts of Interest**

All members of the Coordinating Board and Funder Alignment Group shall abide by the Conflict of Interest guidelines provided in the HEARTH Interim Rules 24 CFR 578.95 Conflicts of Interest. All members will sign a Conflict of Interest statement at the beginning of their membership, and reaffirm this document on an annual basis. Members who find themselves faced with a potential conflict between their business, organizational or private interests and their CEH responsibilities shall avoid conflict of interest during the decision-making process by following these guidelines:

- A.** Disclose potential conflicts of interest in advance to the CEH Director and Coordinating chairs or Funder Alignment Group chair.

- B. Publicly disclose conflicts of interest at relevant CEH Advisory Board meetings.
- C. Abstain from participation in discussions or voting on any issue where a conflict of interest may be involved.

## 7. Coordinating Board

### A. Purpose

*The Purpose of the Coordinating Board is to: Analyze. Strategize. Ensure Change.*

The Coordinating Board will provide oversight and leadership for the implementation of the Plan, while ensuring accountability for results. The Coordinating Board shall organize to provide for a system of housing and services to address the needs of people experiencing homelessness in King County. The Coordinating Board will be led by a smaller Executive Committee.

The Coordinating Board shall bring together a diverse body of stakeholders working to address issues of homelessness and leverage the expertise and resources of the partners and the wider community in collaborative support of the Plan. The Coordinating Board shall align with the Funder Alignment Group and CAC along with other community stakeholders to identify key issues that will need to be addressed related to program or system changes under the Plan and propose solutions to those issues.

### B. Responsibilities

1. Monitor and guide the implementation of the Plan.
2. Direct the Executive Committee to develop policies and priorities to be brought to Coordinating Board for adoption.
3. Define the vision and performance expectations for the Seattle/King County housing and service system (as a whole and its component parts), consistent with the Plan.
4. Establish written standards for how the different parts of the homeless system should be targeted and consensus on how assistance will be provided to different subpopulations, in consultation with recipients of ESG funds. **(HEARTH requirement)**
5. Establish and oversee a centralized or coordinated assessment system that provides for consistent access and triage of resources, consistent with system vision and in consultation with recipients of Emergency Shelter Grant (ESG) funds. **(HEARTH requirement)**
6. Directly make policy decisions related to HUD CoC funds and inform policy decisions related to HUD ESG funds, and direct the Funding Alignment Group to use policy decisions to guide its funding decisions.
7. Every three years, bring to the CoC an updated Governance Charter for approval by the full CoC. **(HEARTH requirement)**
8. Establish and oversee Subcommittees that oversee CoC functions, including the Homeless Management Information System (HMIS), Data/Evaluation, and Communications. Additional subcommittees, including a Local Government Group, may be formed by a vote of the Coordinating Board to ensure the goals of the new governance structure are met and based on new CoC responsibilities, such as Coordinated Entry. The Coordinating Board shall review and approve the membership of the Subcommittees to ensure the committees reflect the diversity of people experiencing homelessness, and provide applicable cross-sector and regional perspective.
9. Establish and oversee Advisory Groups for single adult, youth/young adult, and families homeless subpopulations that advise the Coordinating Board on strategies and policies. Additional advisory groups may also be developed to address emerging needs of specialized populations, such as seniors/disabled, immigrant/refugees, or others. The Coordinating Board shall review and approve the membership of the advisory groups to ensure the committees reflect the diversity of people experiencing homelessness, and provide applicable cross-sector and regional perspective.
10. Work with providers, funders, and other partners to transform local systems through system change actions and implementation of priority initiatives. Critically review and consider for approval recommendations forwarded by other CEH Advisory Bodies, such as major funding priorities or system change actions.
11. Oversee and adopt the Plan, annual workplans, and population-level implementation plans. The annual workplans shall include a description and objectives of the proposed subcommittees.

12. Ensure that consumer input is included in policy development and other CEH activities.
13. Provide high-level leadership and be community champions, speak on behalf of CEH, and assure ongoing dialogue with the community on progress, results and barriers to adopted initiatives to inform ongoing and future work, in conjunction with other CEH Advisory Bodies.
14. Adopt an annual CEH legislative agenda and advocate for expanding resources and systems reform to implement the Plan.
15. Commitment to actively represent the voice and experience of the representational category for which the member has been nominated and approved. Assure cross-communication by providing regular information on the CEH and implementation of the Plan to members of organization(s) represented.
16. Assure the occurrence of two meetings of the CoC annually to seek community feedback on the CEH workplan and share CEH achievements. **(HEARTH requirement)**
17. Issue an annual report on progress in meeting the goal of making homelessness rare, brief and one-time.

### C. Decision Making and Authority

Coordinating Board meetings are open to the public with public input opportunities available via email and specific time allocated on the Coordinating Board agenda. The Coordinating Board will operate under the premise of consensus and will strive to operate in an open environment, with sufficient time for discussion so each person has a fair chance to be heard and issues can be understood.

1. Only seated Coordinating Board members may vote on CEH business. Where substantial differences of opinion exist, the final report shall make an effort to reflect the divergence of views, and in cases of disagreement, the majority shall seek to assure that, where possible, final recommendations will be worded to achieve the broadest support within the Coordinating Board.
2. In cases where consensus cannot be reached, the Coordinating Board will resort to Robert's Rules of Order, with a requirement of a super majority vote of 60 percent approval for the item on the table.
3. Decisions may be made only when a quorum, defined as 50 percent plus one, of the Coordinating Board, is present.
4. Coordinating Board members are strongly encouraged to attend in person. Attendance by telephonic conference may be permitted in extenuating circumstances. The Coordinating Board will be "principals only": no alternates accepted for the purposes of voting. Where the Coordinating Board is voting to approve or disapprove plans or projects submitted by the CoC Subcommittees or Advisory Groups, proxy votes on that specific issue are permitted if submitted at least 24 hours in advance (and for the purpose of that vote only, the person submitting the proxy vote shall be counted as in attendance for quorum purposes).
5. Affirm all membership nominations to the Coordinating Board. A super-majority vote of 60 percent of those present and voting shall be required to approve new members.
6. Approve any changes to the Administrative Agency.
7. Adopt annual revisions to the Governance Charter in compliance with HEARTH regulations. **(HEARTH requirement)**
8. Approve final submission for the annual CoC application to U.S. Department of Housing and Urban Development (HUD), including establishing annual CEH priorities to guide tiering and developing policy regarding resources and programs for homeless people. **(HEARTH requirement)**
9. Designate the CoC Collaborative Applicant **(HEARTH requirement)**. Such designation to be reflected in the meeting summary of the Coordinating Board meeting at which it occurs, and affirmed annually.
10. Designate the HMIS software and HMIS Lead, and assure compliance with HEARTH requirements **(HEARTH requirement)**. Such designation to be reflected in the meeting summary of the Coordinating Board meeting at which it occurs, and affirmed annually.
11. Designate entity to complete the annual point-in-time count of homeless persons **(HEARTH requirement)**. Such designation to be reflected in the meeting summary of the Coordinating Board meeting at which it occurs, and affirmed annually.

**D. Commitment**

1. Regular personal attendance at committee meetings and events is required unless excused by the Co-Chairs for good reason. This commitment is not delegated to others. Three unexcused absences in one year are grounds for removal.
2. Commitment to listen to, value and utilize the experience and contribution of people who are or have experienced homelessness as equal partners in ending homelessness.
3. A three-year term is required with the mutual option of serving one additional term. This shall be extended or reduced in the case of elected officials to correspond to terms of office, or as determined by the representative body (in the case of those seats representing specific entities.)
4. Leadership to further the goals of the CEH, including serving as a community champion, speaking on behalf of CEH and assuring ongoing dialogue with the community on opportunities, progress, results and barriers to ending homelessness in King County.

**E. Membership and Selection Process**

The Coordinating Board will have a membership of approximately 25-30 people.

1. Applications for membership will be open to the public and will be selected by the Coordinating Board Executive Committee. During the 2015 transition of leadership, the existing CEH Executive Committee, with the addition of one representative from the Sound Cities Association, will review and select membership of the Coordinating Board. Representational categories shall be identified to ensure that membership comprises an appropriate array of committed private and public sector community leaders who reflect the diversity of people experiencing homelessness and regional differences. Individuals may fulfill cross-representation of categories. Representation will include:
  - a. Local government elected officials or designees: Seattle (2), King County (2), Sound Cities (2) and Bellevue (1)
  - b. Individuals currently or formerly experiencing homelessness (4), at least one member shall represent the Consumer Advisory Council
  - c. Nonprofit Homeless Providers (4)
  - d. System leaders-including public housing authorities, health, behavioral health, education, workforce, criminal justice, child welfare
  - e. Faith community
  - f. Philanthropy
  - g. Community members
2. Elected officials or designees serving on behalf of designated government categories shall be selected by their respective entities.
3. Representation of members of Subcommittees and Advisory Groups will be sought to ensure coordination.
4. The Coordinating Board shall elect co-chairs. One co-chair shall be selected from among members representing major funders and the other shall be selected from among members representing housing and service providers, in each of these cases, a super-majority vote of 60% of those present and voting shall be required to approve new co-chairs.
5. The Coordinating Board Executive Committee shall regularly assess and determine if there are representational categories that have not been addressed. The Executive Committee shall receive nominations for community representatives to the Coordinating Board, as well as initiate approval of new members as terms expire, for approval by the Coordinated Board.
6. New Coordinating Board members shall be appointed under the following circumstances:
  - a. The resignation or dismissal of a current member, in which case the Executive Committee shall be directed to identify a replacement who fulfills the representation category being vacated.
  - b. A decision by the membership of the Coordinating Board to create a new/additional category or other changes that may be needed to ensure that an appropriate array of community members is represented within the CEH governance structure.
  - c. Instances in which a current member no longer fills the representation category in which they have

been appointed (e.g., an elected official who is no longer in office, a member of the philanthropic community who is no longer affiliated with such an entity, etc.), in which case the Executive Committee will identify a person to fill the position being vacated with an individual who fulfills the representation category. In the case of an elected official, the individual shall be selected by their respective entities and affirmed by the Coordinating Board.

In each of these cases, a super-majority vote of 60 percent of those present and voting shall be required to approve new members.

#### **F. Terms**

1. Terms shall be for three years, with the option of serving one additional term. This shall be extended or reduced in the case of elected officials to correspond to terms of office, or as determined by the representative body (in the case of those seats representing for specific entities).
2. Terms for co-chairs shall be for three years from the date of nomination, with the option of serving one additional term.

### **8. Coordinating Board Executive Committee**

#### **A. Purpose**

The purpose of the Executive Committee will be to assist with the functioning and leadership of the Coordinating Board. The Executive Committee will meet monthly.

#### **B. Responsibilities**

The responsibilities of the Executive Committee shall be:

1. Monitor and guide the implementation of the Plan.
2. Develop policies and priorities to be presented to the Coordinating Board for adoption.
3. Provide critical feedback to the CEH Director and staff on operational elements of the Plan.
4. Work with CEH and partner staff to track and prioritize CEH annual workplans and emerging homelessness issues.
5. Provide critical input to time sensitive policy considerations, as requested by the Coordinating Board.
6. Assist with developing an annual CEH meeting schedule.
7. Assist in developing the agendas for the Coordinating Board meetings, and identify priority topics for discussion with the CAC. Vet materials to ensure they are understandable and emphasize areas where decisions are most needed, and respond to any requests or direction from the Coordinating Board.
8. Determine if there are representative membership categories that have not been addressed within the Coordinating Board, CAC and CoC subcommittees.
9. Nominate new and replacement members to the Coordinating Board as necessary.
10. Affirm members to CoC Subcommittees and mediate issues around subcommittee membership.
11. Establish attendance expectations for committee members, and communicate with committee members whose attendance falls below accepted threshold regarding continued membership.

#### **C. Decision Making and Authority**

The Authority of the CEH Executive Committee shall be to:

1. Set meeting agendas for the Coordinating Board meetings.
2. Make critical decisions on time-sensitive matters when requested by the Coordinating Board.
3. Initiate nominations for community representatives and identify replacements to positions being vacated to the Coordinating Board, for approval by the Coordinating Board.

#### **D. Commitment**

1. Regular personal attendance at committee meetings and events is required unless excused by the Co-Chairs for good reason. This commitment is not delegated to others. Three unexcused absences to Executive Committee meetings in one year are grounds for removal.
2. Commitment to listen to, value and utilize the experience and contribution of homeless people as equal partners in ending homelessness and guiding oversight of the Plan.

3. Additional efforts as needed outside of meetings to help further the efforts of the CEH.
4. Provide regular information on CEH and implementation of the Plan to higher level members of organization(s) represented.

**E. Membership and Selection Process**

Membership of the Executive Committee shall be 8-10 people.

1. Members must also be members of the Coordinating Board.
2. Members shall include the Coordinating Board co-chairs, who will also co-chair the Executive Committee, and the CEH Director.
3. Additional members will be established by the Coordinating Board, and will be representative of the Coordinating Board.

**9. Consumer Advisory Council**

**A. Purpose**

*The purpose of the Consumer Advisory Council is to Educate. Advocate. Inform Change.*

Consumers will ensure that the effort to end homelessness in King County incorporates the expertise of people who experience homelessness - including those who are at risk of becoming homeless or were formerly homeless - at all levels of implementation, evaluation, and plan revision.

The Consumer Advisory Council (CAC) will serve as a forum to incorporate consumer feedback within policy and strategic decisions and action items under the Plan. At least one member of the CAC shall have a seat on the Coordinating Board. Members may also serve on subcommittees and workgroups. Participation on CEH subcommittees and workgroups may also include additional consumers and users of homeless housing services outside of CAC members.

**B. Responsibilities**

1. Educate members of CEH Advisory Bodies and the larger community on the realities of homelessness, and help members develop relationships with people in homeless or low income communities.
2. Help to assess needs of people currently experiencing homelessness and their concerns about the homeless system through the convening of focus groups and other feedback opportunities, and convey findings from these focus groups to the Coordinating Board and other policy developers as needed.
3. Develop recommendations regarding resources and programs for homeless people to inform the Coordinating Board, Funder Alignment Group and other CEH policymaking and grant making entities.
4. Critically review and provide feedback on recommendations forwarded by other Advisory Bodies to ensure CEH policies and initiatives are informed by consumer perspective.
5. Advocate for systems reform on the local, state, and federal levels that would implement the adopted policies of the Plan.
6. Suggest and support means for the members of the Coordinating Board to participate in activities that would help them to develop an understanding of the realities of homelessness, and develop relationships with people in homeless or low income communities. This may involve activities with CAC members or activities elsewhere in the community.

**C. Decision Making**

1. Participate on advisory bodies / task forces and information sharing across systems.
2. Make recommendations regarding resources and programs to inform CEH policy and grant making.

**D. Commitment**

1. Regular personal attendance at monthly CAC committee meetings and events. This commitment is not delegated to others.
2. A three-year term is required with the option of serving one additional term.
3. Additional efforts as needed to further the goals of the CEH, including serving as a community champion, speaking on behalf of CEH and assuring ongoing dialogue with the community on opportunities, progress, results and barriers to ending homelessness in King County.

**E. Member Profile**

The CAC will have a membership of approximately 12-15 members.

Members will be people who are currently or formerly homeless, and people in poverty who are at risk of experiencing homelessness, and who reflect the diversity of residents of King County. Members will include single adults, families, and youth/young adults from various parts of King County. Specific member categories will include, at a minimum:

<u>Population:</u>	<u>Gender</u>	<u>Regional</u>
Single Adults	Male	Seattle
Families	Female	South King County
Youth and Young Adults		North & East King County

The CAC will seek to ensure cross-representation among Veterans, LGBTQ, Seniors, Ex-Offenders, Immigrants and Refugees, People of Color, Currently or Recently Unsheltered, and others. Individuals may fulfill cross-representation of categories.

#### **F. Appointment/Selection Process**

1. Homeless housing and service programs may nominate a client/former client to serve on the CAC and forward their name and contact information to CEH staff. Nominees will be understood to be referred by that program, but are not serving on behalf of that program. Individuals may also contact CEH directly.
2. Individuals will complete an Application and Interest Survey to identify what areas of expertise / experience they bring to the CAC and submit this to CEH staff.
3. A CAC nominating committee will work with CEH staff to screen applications to ensure the filling of the various representation categories as needed.
4. If there are openings on the CAC for that representation category, individuals will be invited to attend two meetings to observe a CAC meeting and meet current CAC members and CEH staff. Nominees will receive a stipend for attendance and will have an opportunity to introduce themselves and share why they are interested in participating on the CAC.
5. Pending successful attendance at the initial CAC meetings, CAC members will vote on extending membership to the person at the next regularly-scheduled CAC meeting.

### **10. Funder Alignment Group**

#### **A. Purpose**

*The purpose of the Funder Alignment Group is to Align. Prioritize. Fund Change.*

The goal of the Funder Alignment Group is to seek alignment of funding and priorities to support the strategies prioritized under the Plan. The Funder Alignment Group shall evaluate, allocate and monitor resources and funding strategies to support the goals of CEH and the priorities adopted to implement the Plan, and leverage grant making to ensure accountability to CEH policies, priorities, and best practices.

#### **B. Responsibilities**

1. Communicate funding gaps (e.g., priorities that are not eligible for existing funding) back to the Coordinating Board for discussion and problem-solving.
2. Provide guidance to the Coordinating Board on funding realities and opportunities to support its policy-setting role.
3. Jointly issue an annual Coordinated Notice of Funds Available (NOFA) and coordinate on other funding opportunities that simplify the application process, accelerate project funding, and assure funding is directed toward priority program models.
4. Consistent with individual fund source policies, commit agency funding to implement CEH priorities. Maximize use of resources and promote systems change under the Plan. Decisions will be made separately for each funder but guided by the priorities established by the Coordinating Board and identified in the CEH annual workplans.
5. Develop a Memoranda of Agreement (MOA) that will be established between the Administrative Agency and any other jurisdictions, or entity providing funding and/or in-kind resources for the operations and staffing of the CEH. The voluntary adoption of a MOA among participating funding partners will also establish funding alignment and commitment to achieve community-level

outcomes.

The MOA will define roles of authority, establish system infrastructure staffing responsibilities, and provide clarity of commitment among partners to achieving the goals of the Plan.

6. Reinforce goals and policies of the Plan through contract requirements, including but not limited to ensuring participation of recipients in HMIS. **(HEARTH requirement)**
7. Monitor HEARTH recipients and sub recipients' performance, evaluate outcomes, and take actions to improve performance of or reduce funding for poor performers. **(HEARTH requirement)**
8. Coordinate with ESG (state and local) recipients on their strategies for allocating ESG funds and evaluating performance of funded projects. **(HEARTH requirement)**

#### **C. Decision Making and Authority**

The Funder Alignment Group operates as a workgroup of major funders, under voluntary cooperation and the premise of consensus, with sufficient time for discussion during meetings so each member has a fair chance to be heard and issues can be understood. Areas of authority are:

1. Issue Coordinated NOFA for non-time limited housing resources and other funding opportunities.
2. Rank and submit provider programs as part of the McKinney / CoC final application to HUD each year.
3. Align funding and outcomes with the goals of the Plan and policy direction from the Coordinating Board.

#### **D. Commitment**

1. Personal regular attendance at scheduled meetings. This commitment is not delegated to others. Three unexcused absences in one year are grounds for removal.
2. Communicate selected priorities and system change goals to key staff within the member's organization and oversee their work and implementation of these goals for the purposes of driving systems change, aligning funding and enhancing the delivery of housing and services throughout the region.
3. Seek to align existing housing and homeless services funds under the jurisdiction and control of the Funder Alignment Group organization with selected Funder Alignment Group priorities as appropriate, and secure additional resources through state, federal and other sources where available.
4. Provide regular information on the CEH and implementation of the Plan to higher level members of organization(s) represented.
5. Additional efforts as needed outside of meetings to help further the efforts of the CEH.
6. Although the Funder Alignment Group members commit to coordinating funding, all parties recognize that each funder may have individual initiatives or constraints. Funders will be transparent as to which fund(s) will and will not be aligned with funders group priorities and rationale for those decisions.

#### **E. Membership and Selection Process**

1. Membership in the Funder Alignment Group is a function of serving as the Director (or lead decision maker with authority to make or facilitate decisions regarding funding) of a designated organization contributing substantial funding to the homeless housing and services.
2. Membership shall include representatives appointed by Sound Cities (East, North, and South), City of Bellevue, King County, City of Seattle, State of Washington, local philanthropy, and other funders.

#### **F. Leadership and Terms**

1. The chair of the Funder Alignment Group shall be selected by its members.
2. Terms of service on the Funder Alignment Group shall be for the duration of an individual's employment at the designated organization.
3. Membership shall be limited to the Director of the designated organization or their designee.
4. Staffing for the Funder Alignment Group shall be provided by the CEH.

### **11. CoC Subcommittees and Advisory Groups**

The Coordinating Board shall convene a Data and Evaluation Workgroup, a Safe Harbors Steering Committee, and a Communications Subcommittee. The Coordinating Board shall also convene population-level advisory groups. Initial subpopulations include: single adults/veterans, youth/young adult, and families with children.

The charters, membership and workplans for these subcommittees and advisory groups will be approved by the Coordinating Board or its designee. The subcommittees and advisory groups shall ensure representation of public sector staff to ensure CEH strategies are evaluated from a variety of perspectives, including human services, planning, and public safety, among others, thus providing regional and cross-departmental collaboration.

In addition, the Coordinating Board shall name additional subcommittees and workgroups to be formed on an as-needed basis in alignment with the CEH annual workplans and population-level advisory groups. The designation and composition of subcommittees shall be flexible and dependent on the needs of workplans.

At least two members of the Coordinating Board, or their designees, shall be members of each subcommittee. Others members will be selected from the community at large based on their interest and expertise and who reflect the diversity of the county. Each subcommittee shall have a designated CEH or partner staff person to coordinate meeting scheduling and take the lead on developing work products for the subcommittee. This person shall be responsible for coordinating with CEH staff.

#### **A. Data and Evaluation Workgroup**

1. Initial responsibilities will be to:
  - a. Analyze system and programmatic data for trends, cost, performance and compliance and provide reports to CEH Advisory Bodies as directed by the Coordinating Board.
  - b. Identify, obtain and use data from a variety of sources and partners (HMIS, Point in Time, community indicators, other) necessary to assess and inform progress under the Plan.
  - c. Monitor HEARTH recipients and sub recipients' performance, evaluate outcomes, and recommend actions to improve performance of or reduce funding for poor performers.
  - d. Bring forth topics to the Coordinating Board to ensure overall progress on the Plan and respond to key needs / requests for analysis and subsequent recommendations.
  - e. Report on the HEARTH performance measures (including system-wide dashboard, performance by population (families, single adults, youth, etc.), program type (emergency shelter, transitional housing, etc.) and program-level performance on the HEARTH measures) and recommend performance targets consistent with the Plan and system vision for each program type and subpopulation, in consultation with recipients and sub recipients. **(HEARTH requirement)**
  - f. Conduct an annual gaps analysis of homelessness needs and services. **(HEARTH requirement)**
  - g. Recommend standards for targeting the different parts of the homeless system and how assistance should be provided to different subpopulations, in consultation with recipients of ESG funds.
  - h. Provide updates on data and research related to system level initiatives (families, youth and young adults, veterans, and single adult crisis response efforts).
  - i. Review annual reports from HMIS and other data sources including the annual point-in-time county and Housing Inventory Chart (HIC).
2. The authority of the Data and Evaluation Workgroup shall be to:
  - a. Assess community progress on ending homelessness and inform systems change.
  - b. Recommend performance targets for measuring system performance and compliance with contract goals.
  - c. Recommend client assistance standards.

#### **B. Safe Harbors Steering Committee**

1. Initial responsibilities will be to:
  - a. Set vision for HMIS.
  - b. Approve budget, communications plan, workplan.
  - c. Monitor and evaluate operations and strategic initiatives for our local HMIS.
  - d. Develop and approve policies for our local HMIS.
  - e. Review and monitor HMIS Performance-Dashboard.
  - f. Hear reports from staff and Users Group including prioritization of tickets.
  - g. Recommend and review customer satisfaction measures.
  - h. Direct legislative agenda as needed.

2. The authority of the Safe Harbors Steering Committee shall be to:
  - a. Approve policies for the HMIS system.
  - b. Approve budget, communications, and workplan for the HMIS system.
  - c. Establish and ensure guidelines are met around functionality of the HMIS system.

**C. Communications Subcommittee**

1. Initial responsibilities will be to:
  - a. Provide leadership to short- term strategic communications on the Plan.
  - b. Establish and provider leadership to long-term strategic communications on the Plan.
  - c. Develop media and community engagement strategies.
  - d. Provide guidance to the development and issuance of the CEH Annual Report.
  - e. Oversee the development and communication of an annual joint legislative agenda.
2. The authority of the Communications Subcommittee shall be to:
  - a. Establish and ensure a strong communications and messaging strategy.
  - b. Assist with the development and communication of the CEH Joint Legislative Agenda.

**D. Population Advisory Groups**

The population advisory groups provide for deeper investigation of strategies and action steps at the subpopulation-level. Current advisory groups include: single adults and veterans, youth/young adults, and families with children. Other population groups may be developed to address emerging needs of specialized populations such seniors/disabled and immigrant/refugees, among others.

1. The advisory groups shall reflect the diversity of people experiencing homelessness specific to the respective populations. For example: Veterans, LGBTQ, Seniors, Ex-Offenders, Immigrants and Refugees, People of Color, Currently or Recently Unsheltered, and others. Individuals may fulfill cross-representation of categories.
2. The advisory groups shall also seek representation from public sector staff to generate ideas for regional and cross-departmental collaboration to ensure CEH strategies are evaluated from a variety of perspectives, including human services, planning, and public safety, among others.
3. The advisory groups shall develop Implementation Plans that shall be continuously refined as new data emerges. The plans shall be amendments to the Plan following adoption by the Coordination Board. The Implementation Plans shall include targets and lead partners for each strategy. Initial timeline for subpopulation Implementation Plans:
  - a. Veterans (existing plan runs through 2015; update in Quarter 1 2016)
  - b. Youth/young adults (update completed May 2015)
  - c. Families (existing plan runs through 2015; update to be completed in Quarter 1 2016)
  - d. Single adults and chronically homeless (no current plan; plan completed by Quarter 4 2015)

**12. Administration**

**A. Agency/Staff**

1. CEH may designate an entity ('Administrative Agency') to host project direction functions on behalf of CEH. The Coordinating Board has designated King County Department of Community and Human Services to be the Administrative Agency for CEH. Any changes to the Administrative Agency must be approved by the Coordinating Board.
2. CEH Finances / Budget

Activities of the CEH may be funded from a number of sources, including public and private funds, loaned staff and in-kind contributions. In many cases these resources will be managed by the Administrative Agency or the entities providing the in-kind service to CEH.

There may be opportunities for CEH to apply directly to foundations or government agencies for financial support for its activities. Staff and/or the CoC Subcommittees may make recommendations to the Coordinating Board for specific funding requests. Such requests will detail how any funds received will be administered. The Coordinating Board will be responsible for approving such requests, and may delegate to the CEH staff or subcommittees the responsibility of completing applications and executing and administering agreements in behalf of CEH.

On an annual basis, CEH staff will provide a CEH financial report to the Coordinating Board. This report will include:

- a. Services being provided by the Administrative Agency and sources of funding to the Administrative Agency for these services.
  - b. Other funds secured by CEH such as through public or private grants, the status of these funds, and how such funds are being administered.
3. Annual Report
- The Coordinating Board will adopt an Annual Report that summarizes:
- a. CEH's activities of the previous year.
  - b. Key elements of the CEH annual action steps for the coming year.
  - c. Summary of county wide efforts to address homelessness, including a summary of resources being utilized.
  - d. An overview of financial matters related to the operation of CEH.

**B. Public Record**

1. Regularly scheduled meetings of the Coordinating Board and CAC will be open to the public.
2. The CEH staff shall produce a summary of regularly scheduled Coordinating Board and CAC meetings, and summaries will be posted to the CEH website within one month after approval by the appropriate chairs of these bodies.
3. In order to maintain confidentiality of consumers, data that may be provided to members of the governance structure and CoC will not contain individual client information.

**C. Amendments to this Agreement**

This agreement will be reviewed annually by the Coordinating Board and the CAC, and updated on an annual basis by the Coordinating Board as designated by the CoC. The Charter will be brought to the full CoC for approval every three years. The schedule for the full CoC approval will occur in those years that are evenly divisible by three.



June 10, 2015  
SCA PIC Meeting

**Item 6:**

Best Starts for Kids Levy

**POTENTIAL FUTURE ACTION ITEM**

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**SCA Staff Contact:**

Deanna Dawson, Executive Director, office 206-433-7170, [deanna@soundcities.org](mailto:deanna@soundcities.org)

*Note: Senior Policy Analyst Katie Kuciemba will present the item at the PIC meeting.*

*King County Executive staff member Diane Carlson will be on hand to answer questions.*

**SCA Executive Board Members:**

Mayor Matt Larson, Snoqualmie, President; Mayor Nancy Backus, Auburn, Vice President; Councilmember Don Gerend, Sammamish, Treasurer; Mayor Dave Hill, Algona, Member at Large; Mayor John Marchione, Redmond, Past President

**Potential Future Action:**

**To bring the following policy position back to the next PIC meeting for possible action:**

In order to support the healthy development of children and youth, families and communities across King County, the Sound Cities Association (SCA) urges the King County Council to place the Best Starts for Kids levy on the November 2015 ballot for consideration by the voters.

**Background:**

This item came to PIC for discussion at the May 2015 PIC meeting at the request of the Executive Committee of the SCA Board of Directors. SCA leadership has been vocally supportive of the proposed Best Starts for Kids levy:

*"In light of 13 years serving as an elected official, I cannot think of any other public investment that promises such a powerful, positive, and long-lasting return for our children and our region."*

*-Mayor Matt Larson, Snoqualmie, SCA President*

*"I am very excited about the possibilities Best Starts for Kids provides for King County and especially for Auburn. The fact that services provided at our local Public Health center would be funded is reason enough to be supportive, but there is so much more than that for our communities. The proactive approach is exactly what we need to have a healthy future."*

*-Mayor Nancy Backus, Auburn, SCA Vice President*

At the May 13, 2015 meeting, the PIC requested that the item come back to the June 2015 PIC meeting for initial consideration of a policy position, with action anticipated by the PIC and the SCA Board in July 2015. Materials from the May PIC meeting can be found [here](#), see page 70.

To summarize, the King County Executive has proposed that a “Best Starts for Kids” levy (BSK) be placed on the November 2015 ballot. The ordinance was co-sponsored by County Councilmembers Dembowski and McDermott. As proposed, BSK would be a six-year levy lid-lift at a rate of 14 cents per \$1,000 of assessed valuation, which would raise approximately \$392.3 over the life of the levy (an estimated \$58 million in the first year, and an average of \$65.4 million through 2021). The cost to the average King County homeowner would be approximately \$56 per year.

The BSK levy was developed with three specific outcomes for the region in mind:

1. Babies are born healthy and establish a strong foundation for lifelong health and well-being;
2. King County is a place where everyone has equitable opportunities to progress through childhood safely and healthy, building academic and life skills to be thriving members of their community; and
3. Communities offer safe, welcoming, and healthy environments that help improve outcomes for all of King County's children and families, regardless of where they live.

The ordinance proposes that levy proceeds be allocated as follows:

- 50% of the revenue generated by the levy would be invested in strategies that focus on children under the age of five, and on pregnant women. This would include funding for Public Health Centers;
  - Specifically, 11% of the levy (\$43 million) would be devoted to sustaining Public Health services serving women and children. These include maternity support, family planning services, Special Supplemental Nutrition Program for Women, Infants and Children (WIC), and the Nurse Family Partnership;
- 35% of the levy would be invested in strategies focused on youth ages five through twenty-four;
- 9% of the levy would be invested in expanding the Communities of Opportunity partnership between King County and the Seattle Foundation; and
- 6% of the levy would be devoted to “evaluation, data collection and improving the delivery of services and programs for children, youth and their communities.”

Extensive additional materials on the BSK levy can be found [here](#).

County Council discussion and analysis of the BSK levy is in early phases. The County Council's Budget and Fiscal Management (BFM) Committee was briefed on BSK on May 27 and June 3, 2015. Staff reports from those hearings can be found [here](#) (see pages 255-267) and [here](#) (see pages 161-181). These staff reports raise a number of questions, not all of which have been answered at this time. County Council staff are continuing to analyze the BSK proposal.

**Issues for Discussion:**

As noted below, the timeline for County Council action will be moving fairly quickly. The BSK is expected to be moved out of the County Council BFM Committee by end of June, and the Council will need to act by no later than July 20<sup>th</sup> in order to place the matter on the November ballot. This still gives SCA time to take a position in support of the Council placing the matter on the ballot at its July Board meeting on July 17, 2015. With that said, as a practical matter, substantive feedback on refinements or changes to the BSK levy ordinance will need to be given to Council *prior to* the next PIC meeting in order to be effective. SCA staff therefore recommends that feedback and policy guidance be given by PIC through discussion at the June 10<sup>th</sup> PIC meeting and in the two weeks following the meeting. SCA staff can then communicate this information to Council and Council staff in a timely fashion that will enable SCA feedback to be incorporated into the ordinance that Council moves forward. SCA staff recommends that the policy position that PIC moves forward to the next PIC meeting, if any, be a more streamlined position (as noted at the top of this memo), as details on the levy will be finalized before a position would ultimately be adopted by the SCA Board in July.

Areas of particular interest for SCA members may include: public health funding; homelessness prevention; and governance and oversight.

**Public Health Funding:**

According to materials transmitted to the County Council by the Executive, \$42.8 million over the life of the levy is proposed to be allocated to support public health programs including maternity support, family planning services, Special Supplemental Nutrition Program for Women, Infants and Children (WIC), and the Nurse Family Partnership at 2014 service levels. However, the ordinance itself does not actually require that the funding be allocated to public health. SCA members may wish to urge the County Council to include assurances in the ordinance that if the levy were to pass, this funding would be allocated to the public health clinics. In the alternative or in addition, SCA members may wish to request language ensuring that these services will not be cut below 2014 levels if the levy passes. Further, SCA cities may also wish to clarify that cities will not be asked to contribute financially to the clinics again in order to keep these services intact.

**Homelessness Prevention:**

Because the programs that would be funded by the BSK levy would take time to be developed and to begin implementation, the proposed ordinance would allocate approximately half of first-year levy collections (approximately \$29 million) to specific, one-time expenses. The Executive has proposed allocating \$16 million of the first-year levy collections

be reserved for a Youth and Family Homeless Prevention Initiative for prevention of homelessness among youth and families. The proposal is modeled on the Domestic Violence Housing First (DVHF) Program, a pilot project funded by the Bill & Melinda Gates Foundation and coordinated by the Washington Coalition Against Domestic Violence. That program provides flexible funding as needed (including funding for child care, or rental assistance) to prevent homelessness. The pilot project claimed a 90% success rate in preventing homelessness with the served population.

As in other areas of the levy, this program is focused on investing in early intervention and prevention rather than more costly crisis services. The specifics of the proposal include spending this \$16 million (which will be collected in the first year of this levy) over the first 4 years of the levy at a rate of \$4 million per year. This would enable 1,200 families and young adults to be served per year.

Currently, approximately \$40 million per year is spent on homeless crisis intervention services, as compared to \$5 million per year on homelessness prevention. Emergency shelter costs an average \$8,000 per family, and transitional housing costs approximately \$24,000 annually, compared with \$1,935 on average to prevent a family from becoming homeless. For additional detail, see pages 161-167 of the [June 3 County Council staff report](#).

SCA members may wish to question why this program is proposed to be funded for only 4 years, while the levy itself would run for 6 years. As explained by Executive staff, the hope is that the early use of these funds for prevention would obviate the need for more costly services later. While this is a laudable goal, Council may wish to clarify programs to prevent homelessness for youth and families could qualify for funding through the competitive grant process of the levy, not just in the initial first year levy collection set aside of \$16 million. Working to make homelessness rare, brief, and one time is a shared goal of SCA and the County. Research shows that Adverse Childhood Experiences (ACE) (including homelessness and housing instability) can increase the risk for adult homelessness, and children experiencing homelessness and housing instability face other challenges including but not limited to problems in school and chronic health conditions. Investing in homelessness prevention through the levy could yield a strong return on investment.

***Governance and Oversight:***

The Youth Action Plan (YAP) report (adopted by the County Council on June 4, 2015) contains a recommendation that “an advisory body be created that can assist the Executive and Council as they consider outcomes, policies, and investments for children and families and youth and young adults.” See page 14 of the Youth Action Plan, [download here](#). The ordinance transmitted by the Executive recommends that this body be established, and that this body serve as the advisory committee for Best Starts for Kids.

The Youth Action Plan does not lay out the makeup of the proposed new advisory committee, and is not explicit as to the role and duties of the committee. The YAP does state that the County should “[l]ook to and replicate when appropriate successful evaluation, reporting,

implementation, and oversight structures that are currently in use, such as for MIDD and the Veterans and Human Services Levy, Eastside Pathways, and the Road Map project.”

A comparison of the proposed governance and oversight structure for the BSK with the MIDD and the Veterans and Human Services Levy can be found in [Attachment A](#).

SCA may wish to recommend that the Council include a seat on the governance board for SCA.

The Executive also recommends that the existing governance group for Communities of Opportunity act as the advisory board for the portion of the levy focused on Communities of Opportunity. Note that SCA has a seat on the Communities of Opportunity governance group. Communities of Opportunity follow a new model that is not the top down government model. Rather, it follows a “collective impact” model in which members of the community, along with County staff and the Seattle Foundation, determine what strategies will improve community outcomes and indicators. Other examples of local collective impact models are The Road Map Project and Eastside Pathways. SCA has a seat on the Communities of Opportunity Governance Group.

While the ordinance is not explicit as to whether these bodies would be advisory, or have ultimate funding decision making authority, executive staff have clarified that “strategies that will receive funding through Best Starts for Kids will be determined as part of the Implementation Plan which will be developed through a community planning process. The Implementation Plan will identify what programs, interventions and approaches will be funded and what the specific and quantifiable outcomes will be. Once the Implementation Plan for Best Starts for Kids is developed, it is intended that the plan will be brought to Council for approval.”

In addition to the proposed governance boards, the King County Department of Community and Human Services would be accountable for financial oversight and reporting. The Youth Action Plan additionally states that King County should “Require effective, ongoing community engagement occur during the development and execution of the evaluation, reporting, implementation, and oversight structures. Engagement must be transparent, accessible, and occur with frequency.” SCA may wish to encourage the Council to make explicit that this community engagement should include engagement with cities in order to ensure that funding allocations through the levy are aligned with city priorities. SCA may also wish to encourage the County to work with cities to map out existing programs for youth and families that are currently being funded in cities throughout the County.

SCA may also wish to ask the Council to require that the BSK governing boards and King County Department of Community and Human Services provide annual reports back not just to the County, but also to the Regional Policy Committee (RPC), on which SCA has representation.

**Next Steps:**

The County Council BFM Committee will hold an additional hearing and will receive testimony on BSK on June 10, 2015 (the date of the PIC meeting). The BFM Committee is anticipated to move BSK out of committee on June 24, 2015.

The Council will need to act on the proposed ordinance no later than July 20, 2015 to place the levy on the November 2015 ballot. (This date would require expedited 10-day processing of the ordinance.) The Council could act as late as August 3, 2015 as an emergency.

The next SCA PIC meeting will be on July 8, 2015, with SCA Board meeting for July on July 15, 2015. This is just five days prior to when the County Council will take final action to place the item on the ballot. As a practical matter, feedback should be given to the County Council by SCA and member cities to the extent possible prior to the June 24 date. PIC members are encouraged to share feedback on the proposed levy at the June 10 PIC meeting, and in the two weeks following that meeting so that SCA staff may communicate that feedback to Councilmembers and their staff.

**Attachments**

- A. [Comparison of BSK Governance and Oversight to MIDD and Veterans and Human Services Levy](#)

	Veterans and Human Services Levy 2005 (Ordinance 15279)	Veterans and Human Services Levy 2011 (Ordinance 17072)	Mental Illness & Drug Dependency Sales Tax 2007 (Ordinance 15959)	Best Starts for Kids Levy (Proposed Ordinance 2015-0177)
Authorization	Voter approved	Voter approved	Councilmanic approval	Voter approval required
Governance Requirements	Ordinance 15279 specified a fifty percent allocation to services for veterans, military personnel and their families and fifty percent to other regional human services. The ordinance also established two county citizen oversight boards and specified the composition of the boards.	Ordinance 17072 continued the fifty percent allocation to veterans, military personnel and their families and fifty percent to other regional human services. The ordinance also continued the existing oversight boards.	Ordinance 15969 established five policy goals and required development of implementation, oversight and evaluation plans for subsequent review and approval by council.	PO 2015-0177 specifies allocations for broad categories of spending and establishes two advisory boards.
Process for Determining Priorities and Funding of Strategies	<p>The levy ordinance did not set forth a process for determining priorities or strategies within the two broad allocations. However, subsequent legislation (Ordinance 15406) required development of a service improvement plan for review and approval by the council and regional policy committee. The plan was to include:</p> <ul style="list-style-type: none"> <li>• Review of current services and resources</li> <li>• Description of proposed priority investment areas</li> <li>• Annual allocation plan</li> <li>• Implementation plan for each investment area</li> </ul> <p>Council adopted the service improvement plan in August 2006 (Ordinance 15632).</p>	<p>Council adopted an updated service improvement plan to guide the goals, investments and implementation of the levy proceeds (Ordinance 17236).</p>	<p>Ordinance 15969 required the implementation plan to include:</p> <ul style="list-style-type: none"> <li>• Spending plan</li> <li>• Implementation schedule</li> <li>• Discussion of needed resources</li> <li>• Implementation milestones</li> </ul> <p>Council adopted the implementation plan in October 2008 (Ordinance 16261).</p>	<p>PO 2015-0177 specifies portions of the levy proceeds to be allocated to broad categories of spending. The legislation does not set forth a process for determining priorities or strategies within the broad categories.</p>
Oversight	Ordinance 15279 established two 12-member county citizen oversight boards to review and report annually to the executive and council on expenditure of proceeds.	Ordinance 17072 continued the existing oversight boards.	Council adopted the MIDD Oversight Plan in October 2008, establishing the MIDD Oversight Committee (Ordinance 16077) as an advisory body consisting of county officials, providers and other stakeholders, and representatives from Seattle and the suburban cities. Ordinance 16077 specified the duties and responsibilities of the oversight committee.	<p>PO 2015-0177 establishes two advisory boards:</p> <ol style="list-style-type: none"> <li>1. If a children and youth advisory board is established in accordance with the recommendation of the youth action plan task force (PM 2015-0162), the board would serve as the advisory board for the levy</li> </ol>

				<p>proceeds not allocated to Communities of Opportunity. If the council does not establish a children and youth advisory board, the executive would appoint and the council would confirm an advisory board.</p> <p>2. The existing Communities of Opportunity interim governance group would serve as the advisory board for the levy proceeds allocated to Communities of Opportunity.</p> <p>The legislation does not specify the duties of the boards, nor does it set forth a process for specifying the duties of the boards.</p> <p>The legislation does not specify the composition of an advisory board in the event a children and youth advisory board is not established in accordance with the youth action plan, nor does it set forth a process for determining the composition.</p>
<p>Evaluation</p>	<p>The council-adopted service improvement plan set forth reporting requirements and described evaluation processes that would be conducted.</p>	<p>The council-adopted service improvement plan set forth strengthened annual evaluation and reporting requirements.</p>	<p>Ordinance 15969 required that the evaluation plan identify the evaluation process, a proposed evaluation schedule, performance measurements and targets, and data to be used for reporting and evaluations. Council adopted the evaluation plan in October 2008 (Ordinance 16262).</p>	<p>Six percent of the levy proceeds would be spent on evaluation, data collection and improving service delivery. However, the legislation does not identify any specific reporting or evaluation requirements, nor does it set forth a process for determining such requirements.</p>



June 10, 2015  
SCA PIC Meeting

## Item 7:

### Service Guidelines Task Force

#### ***Discussion Item***

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#### **SCA Staff Contact**

Katie Kuciemba, Senior Policy Analyst, [katie@soundcities.org](mailto:katie@soundcities.org), 206-433-7169

#### **SCA Representatives to the Service Guidelines Task Force**

Mayor Nancy Backus, Auburn; Mayor Fred Butler, Issaquah; Mayor Suzette Cooke, Kent; Deputy Mayor Chris Eggen, Shoreline; Mayor Jim Ferrell, Federal Way; Mayor Matt Larson, Snoqualmie; Mayor John Marchione, Redmond.

#### **Background**

The adopted 2015-2016 King County Biennial Budget included a proviso requiring the Executive to transmit a motion establishing a regional stakeholder transit Service Guidelines Task Force. The Task Force is tasked with considering the varied purposes and performance characteristics of different types of transit service. Target service levels on transit corridors are identified through a scoring system, with points assigned for 50 percent productivity, 25 percent social equity, and 25 percent geographic value. The Task Force will review how the geographic value and social equity standards have been incorporated into the adopted guidelines.

More background on the Service Guidelines Task Force objectives and membership can be found in the SCA staff memo from the [April 8, 2015 PIC](#) meeting, page 52.

The Service Guidelines Task Force will do this work in the first part of 2015 so that it can influence development of both [Metro's long-range plan](#), scheduled to be complete by mid-2016, and its service guidelines update, scheduled to be complete by April 2016.

#### **Timeline**

The Service Guidelines Task Force held its first meeting on March 4, 2015 and will continue to meet thru July, as a seventh meeting has been scheduled. The Service Guidelines Task Force is expected to submit a report with its recommendations for changes to Metro's service guidelines to the King County Executive and King County Council in July. Updates to Metro's strategic plan and service guidelines are expected to be transmitted to the County Council in December.

Previous meetings and topics were as follows:

1. Wednesday, March 4: Regional Transit Task Force recommendations and introduction to the service guidelines ([Presentation material](#))
2. Wednesday, April 1: Performance measurement and geographic value in Metro's planning process ([Presentation material](#))

3. Thursday, April 30: Social equity in Metro’s planning process ([Presentation material](#))
4. Thursday, May 21: Geographic value, service types and reduction/investment decisions ([Presentation material](#))
5. Wednesday, June 3: Alternative Services and Services Types ([Presentation material](#))

Future meetings are as follows:

6. Tuesday, June 16 – Bellevue City Hall, Room 1E-108 (3pm – 6pm)
7. Tuesday, July 7 – Bellevue, City Hall, Room 1E-108 (3pm – 6pm)

#### Service Guidelines Task Force Meeting 4 – May 21, 2015

The focus of the Task Force’s fourth meeting was a discussion about geographic value, service types, and service allocation.

Metro began by presenting several case studies to demonstrate how geographic value was used in both the reduction of service – and with the recent announcement of service investments. Geographic value indicators establish how well corridors preserve connections and service throughout King County.

The Regional Transit Task Force states that the distribution of transit services must be influenced by the value delivered to all areas of King County. The geographic value score is combined with scores for productivity (50 percent of the total) and social equity (25 percent) to determine a preliminary target service level. Through a point system, a geographic value score is awarded in an all or nothing manner, with connections between transit activity centers receiving either “0” or “5” points, and connections between regional growth or manufacturing/industrial centers receiving either “0” or “10” points. It was suggested that points could be awarded on a sliding scale, perhaps depending on the size and density of the centers. Task Force members also suggested that points could be awarded to secondary connections between centers, as an “added value” consideration.

Going beyond geographic value, several Task Force members suggested that “mobility” is an important value to consider when evaluating the system, such as the number of centers riders can access, and the time it takes for riders to get from one center to another.

In looking at how Metro could make investments if additional revenues became available, Metro staff noted that the agency would use the service guidelines framework to invest in all-day networks. This initiated a discussion by members that there is a need for new resources to support the growth of transit services throughout the County. Communities – in and out of the Seattle core – must feel that current resources are being utilized fairly and effectively – and that the electorate sees value in the transit system.

After the case studies presented by Metro, a number of ideas were suggested for changing service types or service guidelines. In particular, there was interest in assessing whether the current service types (Seattle Core and Non-Seattle Core) should be changed to evaluate services against one another, such as:

- A new service type for express bus service because often the productivity of the one-way express routes does not necessarily compare favorably to that of frequent two-way, all day services.
- A new service type for alternative services as they tend to be lower performing due to the low population and job density in these areas.
- Develop minimum service standards for each service types, such as minimum number of trips, frequency, connections to centers, number of days service will be provided, the time of day, frequency of service, distance between stops, or walking distance to bus stops.

A significant portion of the meeting was dedicated to input by Task Force members about whether Metro is accurately balancing trade-offs in the following areas:

- New Markets ← → Existing Markets;
- Productivity ← → Coverage;
- Peak-Only ← → All-Day; and
- Non-Transit Dependent Riders ← → Transit Dependent Riders.

While the trade-off exercise was used to describe Metro’s attempts to balance for the system as a whole, members express that it’s not a one size fits all scenario: different values apply to different parts of the county.

Several additional themes emerged from the May 21 meeting, including:

- Supporting those communities (both urban and suburban) that are taking actions to create more dense population and job centers.
- More emphasis on providing service to those with limited mobility options.
- Use alternative services for to provide new or emerging markets, to “reward” communities making transit-friendly growth decisions, and for service in rural communities.
- Increase management of Park-and-Rides and work with cities/partners to invest in Park-and-Ride lots in locations that would support strong ridership and improved access to transit.

Concluding the fourth meeting, there was interest in seeing how some of the suggested changes would affect service decisions through modeling.

Presentation materials can be found [here](#) and handout [here](#).

#### Service Guidelines Task Force Meeting 5 – June 3, 2015

The fifth meeting of the Task Force was held on June 3, 2015. The agenda included a discussion of alternative services and potential modifications to service types.

Metro’s relatively new Alternative Services program has been expanded as a result of a budget appropriation of \$12m over the next two years. In addition to the program mitigating impacts

from the 2014 service cuts, there is a focus on community partnerships and initiating demonstration projects. Metro considers implementation of Alternative Services:

- Where fixed-route mobility does not work,
- To replace lower-performing, less used fixed-route services,
- To seed new markets; and
- To test new concepts.

Discussion by Task Force members centered on the value that Alternative Services could demonstrate in providing mobility options at a lower cost, while providing enhanced services that meet social equity and geographic value priorities. In general, Task Force members felt that Alternative Services should be evaluated against like-services and that cost-per-rider may not be the right evaluation measure. A question was raised about whether there should be expanded budget appropriations for Alternative Services in the future.

The Task Force was reminded that they are charged with reviewing and making recommendations on how transit service performance is measured to reflect the varied purposes of different types of transit service. Task Force members have expressed that service reductions and investments need to be felt more equitably throughout the county.

In response to discussion at previous Service Guidelines Task Force meetings, Metro staff presented possible changes to services types: Seattle core (existing), Non-Seattle core (existing), Demand Response (community shuttles with variable routing), and Express (peak-only routes). If Metro added Express and Demand Response service types, it would establish different performance thresholds for like-services, place added value on different kinds of services, and limit service cuts to Express and DART routes. However, the addition of new service types may place less focus on productivity, the system wide cost-per-rider would likely increase, and different routes would potentially be targeted for reduction and investment.

The discussion of changing or adding service types received a mixed reaction to the trade-offs associated. While some Task Force members felt that it was appropriate to better evaluate like-services during service reductions or investments, other Task Force members felt that evaluating like-services would shift resources away from all-day service. Several members, including some SCA members, suggested that Metro assess whether service types should be evaluated based on the density of the community to which it serves. There was interest by Task Force members in seeing how routes would be affected by changing service types in times of reduction or investment.

Because of the extended discussion about service types, the Task Force meeting concluded before the topic of policies for the purchase of additional service was presented.

Presentation materials can be found [here](#) and handout [here](#).

### **Next Steps**

The sixth meeting of the Task Force will be held on June 16, 2015. The agenda will include a discussion on draft recommendations and how to move toward the finalization of

recommendations. A seventh meeting has been recently scheduled for July 7, 2015 where final recommendations will be presented and a discussion of next steps will occur.

A final meeting of the Task Force will be held in the September/October timeframe to review and discuss draft changes to the Strategic Plan and Service Guidelines.

SCA staff will continue to attend Task Force meetings and provide briefings to members of the Public Issues Committee (PIC). SCA Task Force members have begun to develop proposed set of principles related to Metro's service guidelines that will be used to convey SCA's input into, as well as help lead into Metro's long range plan efforts in 2015. More information on the Service Guidelines Task Force can be found [here](#).



June 10, 2015  
SCA PIC Meeting

## **Item 8:**

### King Conservation District Advisory Committee Update

#### ***Discussion Item***

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#### **SCA Staff Contact**

Doreen Booth, Policy Analyst, (206) 433-7147 office; (206) 495-3525 cell.

#### **King Conservation District Advisory Committee Members:**

Mayor Jim Berger, Carnation (caucus chair); Mayor Mary Jane Goss, Lake Forest Park; Deputy Mayor Nancy Tosta, Burien; Councilmember Erika Morgan, Black Diamond (alternate); Councilmember Brenda Fincher, Kent (alternate); Councilmember Nina Milligan, Issaquah (alternate).

#### **Summary**

In July 2014, SCA adopted a position supporting the King Conservation District's (KCD) 2015 Program of Work and an increase in KCD's per parcel rate and charge fee structure to accomplish that work. The King County Council approved the KCD Program of Work, as recommended by SCA, in November 2014, and authorized the County Executive to enter into a 5-year Interlocal Agreement (through December 2019) with the KCD.

The King Conservation District Advisory Committee (KCDAC) drafted and reviewed individual work plan implementation documents. In May 2015 the KCD Board of Supervisors approved the KCDAC-recommended 2015 Work Plan Program and Service Worksheets. The purpose of this agenda item is to provide PIC members with information as to how the PIC policy was implemented at KCD and to discuss next steps for the KCD and city members.

#### **Background**

At the July 9, 2014 PIC meeting, members approved the following position:

Sound Cities Association (SCA) supports the 2015 King Conservation District (KCD) Program of Work as recommended by the KCD Advisory Committee, and supports adoption of a budget to support the Program of Work in its entirety.

The Draft KCD Program of Work was presented at the July 9, 2014 PIC meeting (see [July 9, 2014 PIC Packet](#), page 59).

As a reminder, KCD receives the majority of its funding from "Rates & Charges." Rates & Charges are collected using a per parcel mechanism from each tax parcel in the District. As of January 1, 2015, the annual per parcel assessment approved to implement the work plan is approximately \$9.45 for the years 2015 – 2019. The statutory cap per parcel is \$10.

## Work Plan Implementation

The KCD Work Plan Program includes seven elements:

- Urban Agriculture
- Urban Street Trees, Tree Canopy Cover and Green Infrastructure
- Urban Shoreline and Riparian Habitat Education
- Urban Shorelines and Riparian Habitat Implementation
- Rural Agriculture
- Regional Food System – Early Actions
- Regional Food System – 2015 Grants

Worksheets on each can be found, [here](#). To summarize:

**Urban Agriculture:** KCD will continue to work in the area of soil fertility, expanding the existing program (including education and testing); partnerships with cities / other partners for opportunistic demonstration projects that support food access and urban agriculture (through technical, not financial support); and working with cities on farm-friendly policies and regulations (up to 15 cities a year). The budget for this work is \$191,800.

**Urban Street Trees, Tree Canopy Cover and Green Infrastructure:** KCD has prioritized working with member jurisdictions and other partners to build an urban forest health management program that increases urban street trees and tree canopy coverage and builds green infrastructure in communities across King County. A ready-to-proceed ranking criteria will determine 6 cities (over the next 2 years) who will be asked to provide a proposal of work to be completed. The budget for this work is \$154,631; \$150,000 of which is to work with the 3 cities selected in 2015. The remainder of the budget will be used for urban landowner forest stewardship plans.

**Urban Shorelines and Riparian Habitat Implementation:** KCD will work with 15 landowners a year to improve 23 acres / 2 miles of shoreline. Jurisdictions and other partners will also be eligible to seek implementation assistance on public lands, something that wasn't previously funded. The budget for both the urban shorelines implementation and education work is \$1,278,584.

There is an opportunity for 3 SCA representatives to sit on an Urban Forestry Initiative Review Team. Click [here](#) for more information.

**Urban Shoreline and Riparian Habitat Education:** KCD will continue to provide educational opportunities to marine and rural agriculture shoreline property owners and will also work with approximately 220 urban freshwater property owners abutting creeks, wetlands, lake and shorelines. KCD will work to meet jurisdictional needs in curriculum development. The budget for both the urban shorelines implementation and education work is \$1,278,584.

There is an opportunity for 3 SCA representatives to sit on an Urban Shoreline and Riparian Habitat Initiative Review Team. This is a short term task force that will consider the need for

additional curriculum and develop a framework for a geographic distribution of educational opportunities. Click [here](#) for more information.

**Rural Agriculture:** KCD will increase its support of rural farmers by increasing the number of farm plans developed and by expanding current pilot efforts to target water, soil and habitat quality in watersheds that exhibit poor benchmarks. The budget for this work is \$725,814.

**Regional Food System - 2015 Grants:** KCD has developed a regional food system grant program. Selection criteria for the grants include funding projects that provide direct support or benefit to King County producers and farmland; align with regional goals and KCD guiding principles; and are sustainable and/or replicable. The budget for the 2015 grant program is \$665,000. Another \$200,000 is budgeted for program development and management. Additionally, the \$235,000 for early actions (see next section) will be part of the regional food system grant program in future years.

There is an opportunity for three SCA members to participate on the grant review team that makes final recommendations to the KCD Board of Supervisors. This is a short term review team responsible for the final review of grant applications in 2015. Click [here](#) for more information.

**Regional Food System – Early Actions:** KCD has prioritized some of the regional food system grant dollars for 2015 to implement critical early actions in addressing the food system. Early actions to be funded include a farm equipment loan (small scale chicken processing equipment and no-till drill); the creation of a one stop shop farm services coordination project; an institutional local purchasing best practices/case study; and supporting the Auburn Good Food Bag. The budget for early actions is \$235,000; this is one-time funding.

### **Next Steps**

For more information or to serve on one of the review teams for Urban Forestry, Urban Shoreline and Riparian Habitat, or Regional Food System grants, please contact Doreen Booth at [Doreen@soundcities.org](mailto:Doreen@soundcities.org) no later than June 19, 2015.



June 10, 2015  
SCA PIC Meeting

**Item 9:**  
2015 Legislative Session Update  
***DISCUSSION ITEM***

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**SCA Staff Contact**

Katie Kuciemba, Senior Policy Analyst, [katie@soundcities.org](mailto:katie@soundcities.org), 206-433-7169

**Discussion Item:**

SCA staff will provide an update on issues currently before the 2015 legislature, specifically focusing on SCA's legislative priorities of a comprehensive statewide transportation package, sustainable public health funding, and providing cities with adequate tools to provide needed municipal services.

**Background:**

The Governor called the Washington State Legislature back for a second 30-day special session on Friday, May 29 to complete work on a two-year operating budget, capital budget, a comprehensive statewide transportation package. The Legislature must reach an agreement on the Operating Budget prior to July 1, or some state government services will face shut down.

**Transportation Budget: Passed**

Lawmakers are still negotiating a transportation revenue package that would raise gas taxes to pay for new projects across the state (below).

At the very close of the first special session, the Legislature passed a current law transportation budget, which is funded primarily by the gas tax packages passed in 2003 and 2005. The budget maintains the status quo and continues Transportation Improvement Board (TIB) funding that was considered to be at risk. These funds will be used for the:

- Arterial Preservation Program (APP) to provide preservation assistance to cities with a population greater than 5,000 and assessed valuation less than \$2 billion;
- Small City Preservation Program (SCPP) to assist cities under a population of 5,000 with preservation needs; and
- Grant program for cities to switch streetlights to energy-efficient LED.

The Washington State Department of Transportation was allocated \$39 million for the preservation of structurally deficient bridges or bridges that at risk of becoming structurally deficient. \$28 million was allocated in 2015-17 for bicycle and pedestrian safety and Safe Routes to Schools grant programs.

Also included in the budget:

- The Joint Transportation Committee shall complete a study by December 1, 2016 to “identify prominent road-rail conflicts,” recommend a corridor-based prioritization process for addressing the impacts of projected increased in rail traffic, and identify areas of state public policy interest, such as the critical role of freight movement to the Washington economy and the state’s competitiveness in world trade.”
- The Transportation Commission is tasked with continuing to explore a “road usage charge” or vehicle miles traveled. This study is beginning to look for alternative transportation revenue sources that could be used 20+ years into the future.

The package approved Wednesday includes \$379 million for the State Route 520 floating bridge, \$640 million for the Alaskan Way Viaduct replacement tunnel, widening of Interstate 90 and completion of carpool lanes in Tacoma. The full budget documents can be found [here](#).

### **2015 Second Special Session**

The Legislature’s second special session is dealing with issues Sound Cities Associated has expressed strong support for: a comprehensive statewide transportation package, sustainable public health funding, and providing cities with adequate tools to provide needed municipal services. This includes preserving a viable Public Works Trust Fund and obtaining a long-term commitment to share new marijuana tax revenues.

It is expected that the Legislature will pass the operating budget before either the capital or transportation revenue package.

Buoying Legislative budget writers to pass an operating budget was the announcement that the state is on track to collect \$327 million more in the 2015-17 cycle than previously projected. It is projected that additional \$79 million more in the current 2013-17 budget cycle. Construction, real estate, and marijuana taxes are among the biggest drivers of the revenue increase.

### **2015-2017 Operating Biennial Budget**

Operating budget negotiators have been meeting with Governor Inslee on a daily basis since the start of the second special session. The Senate released their revised budget proposal on May 28, 2015 while the House of Representatives released their revised budget proposal on June 1, 2015. Operating budget negotiations are ongoing. The Association of Washington Cities (AWC) has published a comparison chart of the proposed operating budgets, see [Attachment A](#).

### **Senate 2015-2017 operating budget proposal – PSSB 6050**

The Senate biennial operating budget totals \$37.9 billion with no new revenue. The Senate Republican budget proposal increases spending on higher education, state parks, drought relief and wages for caregivers in assisted living facilities. The Senate Ways and Means Committee voted the budget bill out of committee on May 28, 2015. To review PSSB 6050 or the overview document, click [here](#).

The Senate budget makes \$288 million in transfers including: (1) \$100 million from the Public Work Assistance Account associated with loan repayments and fund balance (see paragraph below); (2) \$74 million from the Life Science Discovery Fund and related distributions; (3) \$29 million from redirecting health premium tax resources back to the general fund from the Health Benefit Exchange; (4) \$24 million from maintaining liquor excise tax distributions to local governments at current levels; and (5) \$20 million from the Treasurer's Service Account. Unlike the original proposal, the new budget does not transfer \$300 million in tax revenue from legal sales of marijuana (additional information below).

The new Senate budget proposal lowers the Public Works Assistance Account use in the 2015-17 operating budget from \$200 million to \$100 million. The original proposed use of \$7.6 million per biennium in local government document recording fees is eliminated. The Senate continues to propose several major cuts to local governments. Liquor Excise Tax distributions are half of their historical levels (same as in 2013-15). Additionally, \$9.6 million of the Fire Insurance Premium Tax account would be swept into the Operating Budget, negatively impacting 44 cities throughout the state.

The Senate budget utilizes the resources associated with House Bill 2136 (marijuana market reforms) and Substitute Senate Bill 5052 (Cannabis Patient Protection). The proposal backs away from a plan to move marijuana money into the general fund, instead keeping it in a dedicated account and distributing funds to cities and counties. The combined spending offsets and additional resources result in a net operating budget benefit from the legislation of approximately \$299 million in the 2015-17 biennium and more in subsequent biennia. From these distributions, local governments will receive \$12 million in the 2015-17 biennium and \$30 million in the 2017-19 biennium.

#### House of Representatives 2015-2017 operating budget proposal

House Democrats released a revised \$38.4 billion budget proposal, in the form of [P2SHB 1106](#), that calls for about \$550 million in new taxes by way of a capital gains tax of 5 percent on the profits of sales of stocks and bonds. The tax would affect approximately 32,000 residents.

The proposal is down from the \$1.5 billion in taxes they sought in their March budget proposal, which no longer includes an increase to the B&O tax, the closing of sales tax exemptions, the carbon tax and a plan to collect more money in online sales taxes.

Similar to the House budget released during the regular legislative session, this new House proposal fully funds local state-shared revenues and funds the Public Works Assistance Account at the same amount as the Governor's proposal (\$69.7 million). Both of the revised House and Senate proposals allocate \$6 million in marijuana excise tax revenue to the local level.

The House proposal spends more than the Senate proposal in the following areas: \$168 million in human services, \$150 million for teacher cost-of-living pay raises, \$114 million for early learning and \$50 million for mental health.

## House Bill 2156 – Promoting the fiscal sustainability of cities and counties (omnibus)

[HB 2156](#) contains a number of provisions designed to help cities and counties, including:

- Removes the cap on liquor profit revenues, and restores revenues over multiple biennia.
- Allows cities to recover nuisance abatement costs through a first priority lien.
- Commercial public records request reform.
- Allows cities and counties to participate in the PEBB system.

Several sections are likely to be removed during ongoing negotiations including providing counties with utility tax authority, authorization for the Cultural Access Fund, mental health tax, and several county-specific tax authorizations.

## Marijuana

[HB 2136](#) contains provisions that adjust the tax rates on medical and recreational marijuana and would share a portion of the marijuana excise tax with local governments. A negotiated version of the bill has been discussed, but no formal language has been released. Here is what the agreed upon concepts are:

- The current proposal allocates \$6 million per year (\$12 million for 2015-17) to cities and counties, distributed based on the sales conducted in the jurisdiction. This retail-sales based formula was advanced to incentivize jurisdictions to remove bans.
- Starting in 2017, if state marijuana tax collections exceed \$25 million: 30% of the revenue above that amount is distributed to cities and counties (up to a maximum of \$15 million until 2019, and a maximum of \$20 million for any year after 2019). This threshold, as well as the cap on the amount that can be distributed in out years continues to be negotiated. 30% of the amount allocated to the local level would be distributed based on the sales conducted in the jurisdiction. The remaining 70% goes to cities and counties based on population. This would be split 60% to counties and 40% to cities and distributed per capita.
- Local governments are allowed to reduce the buffer for retail stores from 1000 feet down to 100 feet if they choose to do so. However, the 1,000 foot buffer requirement for schools and playgrounds is maintained.
- There are no local preemption provisions included.

## Transportation Package

The House and Senate are currently negotiating a Transportation Package that raises \$15 billion over 16 years and allocates funding for state and local projects, grant programs, multimodal options and provides authority for local jurisdictions to seek approval for new taxing authority. The Transportation Package is contingent on reforms bills moving forward.

While the Transportation Package will not be passed prior to the passage of the 2015-2017 Operating Budget, negotiators have discussed the reforms and reached agreement on all but the following:

- (1) whether sales tax on transportation projects is allocated to the Operating Budget or the transportation budget;
- (2) what limits are put on the Governor to enact a low carbon fuel standard;
- (3) what changes are made in the environmental permitting of projects.

Progress is being made in each of these areas, but no final agreement has been reached. House and Senate Transportation Committee Chairs began discussing the project list; however, they have indicated that there is not enough revenue to fund all of the projects between the two proposals. Therefore, funding to projects could either be reduced and/or entire projects will be eliminated.

To review previous PIC analysis of the reform legislation included in the proposed transportation package, see the [May 13, 2015 PIC packet](#), page 131.

### **Next Steps**

The last possible date of the second special session is June 27, 2015. SCA staff will continue to monitor progress of a comprehensive statewide transportation package, sustainable public health funding, and tools to provide needed municipal services.

### **Attachments**

- A. [Association of Washington Cities \(AWC\) Proposed Operating Budgets Comparison Chart](#)



# Washington State Budget Proposals FY 2015-17: Impacts on Cities

*This summary describes some impacts to cities in the state's FY 2015-17 budget.  
For more information, please visit the LEAP website at: <http://leap.leg.wa.gov>*

	<b>Governor Proposed Book #2</b>	<b>SHB 1106: House Passed 4/2/2015 (Updates from Version 2 proposed on 6/1/2015 noted in italics)</b>	<b>SSB 5077: Senate Passed 4/6/2015 (Updates from Version 2 proposed on 5/28/2015 noted in italics)</b>
<b>State Shared Revenues</b>			
<b>Liquor Profits (Liquor Revolving Account)</b>	Funded at \$98.9 million. Retains current local liquor profit sharing at \$49.4 million per year.	Funded at \$98.9 million. Retains current local liquor profit sharing at \$49.4 million per year.	Funded at \$98.9 million. Retains current local liquor profit sharing at \$49.4 million per year.
<b>Liquor Taxes (Liquor Excise Tax Account)</b>	Funded at \$48.2 million. \$650,000 is transferred to fund the Local Government Fiscal Note program. No additional diversions beyond the permanent \$2.5 million per quarter.	Funded at \$50.1 million. No additional diversions beyond the permanent \$2.5 million per quarter. <i>Updated to reflect 5/2015 revenue forecast.</i>	Funded at \$23.9 million. Continues the 50% cut in local liquor taxes from last biennium plus another \$643,000 transferred to fund the Local Government Fiscal Note program.
<b>Marijuana Excise Tax</b>	Provides marijuana excise tax revenue to cities and counties: \$2.1 million in 2013-15 and \$13.3 million in 2015-17.	Provides \$6 million in marijuana excise tax revenue to cities and counties per year.	Provides \$6 million in marijuana excise tax revenue to cities and counties per year.
<b>Streamlined Sales Tax Mitigation</b>	Fully funded at \$47.7 million.	Fully funded at \$47.6 million. <i>Updated to reflect 5/2015 revenue forecast.</i>	Fully funded at \$47.6 million. <i>Updated to reflect 5/2015 revenue forecast.</i>
<b>Municipal Criminal Justice Assistance Account</b>	Fully funded at \$33.6 million.	Fully funded at \$33.6 million.	Fully funded at \$33.6 million.
<b>City-County Assistance Account (6050)</b>	Fully funded at \$21.7 million.	Fully funded at \$23.6 million. <i>Updated to reflect 5/2015 revenue forecast.</i>	Fully funded at \$23.6 million. <i>Updated to reflect 5/2015 revenue forecast.</i>
<b>Annexation Sales Tax Credit</b>	Left intact.	Left intact.	Left intact.
<b>Fire Insurance Premium Tax</b>	Fully funded at \$10 million.	Fully funded at \$9.3 million. <i>Updated to reflect 5/2015 revenue forecast.</i>	Funded at \$424,000 for fire districts only. City distributions redirected to the state general fund.
<b>Local Public Safety Enhancement Account</b>	Funded at \$10 million. Per statute, 50% distributed to jurisdictions with LEOFF 2 members and 50% transferred to the LEOFF benefits improvement account.	Not funded.	Not funded.
<b>Capital Budget</b>			
<b>Public Works Trust Fund</b>	Provides only \$70 million for the 2016 construction loan list. No money for pre-construction or emergency loans. \$6.4 million is diverted to fund Growth Management technical assistance and grants. \$7.6 million diverted to fund Voluntary Stewardship Program under the Conservation Commission. \$2.8 million diverted to fund several projects under "Local and Community Projects."	Provides only \$69.7 million for the 2016 construction loan list. No money for pre-construction or emergency loans. \$4.5 million is diverted to fund Growth Management technical assistance and grants (not new revenue for Growth Management, just a shift in where the funding comes from). \$7.6 million diverted to fund Voluntary Stewardship Program under the Conservation Commission.	Version 1 sweeps \$200 million from Public Works Trust Fund (\$100 million each state fiscal year). Funding for Public Works Board staff reduced by \$300,000. \$140 million in bond proceeds allocated as backfill to cover loans already under contract. The budget also includes grants (not loans) for almost all of the city projects that were included in the loan list recommended by the Governor and the House - "Local Government Infrastructure Grants" plus some additional projects. <b>Version 2 sweeps \$100 million (\$50 million per year). It also specifies intent to direct \$94 million in future loan repayments to basic education and provide financial assistance for local government infrastructure in future biennia through loan guarantees.</b>

<b>Capital Budget Cont.</b>			Attachment A to the June 10, 2015 PIC Agenda Item 9
<b>Stormwater</b>	\$74 million	\$63 million	\$29.6 million, \$25 million for competitive grants
<b>Remedial Action Grants (Toxic Clean-ups)</b>	\$75 million	\$5 million	\$79.9 million
<b>Coordinated Prevention Grants</b>	\$29.6 million	\$15 million	\$29.6 million
<b>Eastern WA Clean Sites Initiative (Toxic clean-ups)</b>	\$11 million	\$11 million	\$11 million
<b>Clean-up Toxic Sites - Puget Sound</b>	\$28.0 million	\$15 million	\$40.2 million
<b>Drinking Water State Revolving Fund Loan Program</b>	\$120 million	\$120 million	\$135 million
<b>Water Pollution Control Revolving Loan Program</b>	\$191 million	\$191 million	\$203 million
<b>Centennial Clean Water Grant program</b>	\$40 million	\$20 million	\$20 million
<b>Community Economic Revitalization Board</b>	\$20 million	\$10 million	10.6 million
<b>Puget Sound Restoration and Salmon Recovery Grants</b>	Puget Sound Acquisition and Restoration - \$50 million, Puget Sound Estuary and Salmon Restoration - \$10 million	Puget Sound Acquisition and Restoration - \$40 million, Puget Sound Estuary and Salmon Restoration - \$10 million, Salmon Recovery Funding Board (SRF Board) grants: \$100 million (includes \$60 million in federal funds).	Puget Sound Acquisition and Restoration - \$25 million, Puget Sound Estuary and Salmon Restoration - \$5 million, Salmon Recovery Funding Board (SRF Board) grants: \$66.5 million (includes \$60 million in federal funds).
<b>Washington Wildlife &amp; Recreation Program</b>	\$70 million	\$75 million total, \$28 million is for Outdoor Recreation-related grants, \$28 million is for habitat projects, \$12.5 million is for riparian projects, and \$6.5 million is for farmland preservation projects.	\$54 million total, \$45.6 million is for Outdoor Recreation-related grants, \$4.5 million is for riparian projects, and \$3.9 million is for farmland preservation projects.
<b>Floodplain Management and Control Grants</b>	Floodplains by Design - \$25 million	Floodplains by Design - \$43 million, Catastrophic Flood Relief: \$50 million – of which \$26.8 million is targeted toward the Chehalis Basin and the other \$23.2 million for local communities on a competitive basis.	\$50 million – of which \$26.8 million is targeted toward the Chehalis Basin and the other \$23.2 million for local communities on a competitive basis.
<b>Washington Heritage Grants</b>	\$5 million	\$10 million	\$10 million
<b>Housing Trust Fund</b>	\$75 million	\$80 million	\$65 million
<b>Energy Efficiency and Alternative Energy Grants</b>	\$30 million in grants for improvements to facilities and related projects that result in energy and operational cost savings. \$10 million in grants for purchase and installation of solar energy systems.	\$30 million of which \$3.75 million must be for solar.	\$24.5 million in competitive grants for which cities would be eligible. 10% must go to cities/towns with fewer than 5,000 residents.

<b>Programs</b>			Attachment A to the June 10, 2015 PIC Agenda Item 9
<b>Pensions</b>	No changes to pensions assumed.	No changes to pensions assumed.	No changes to pensions assumed.
<b>Training for Law Enforcement</b>	During FY 2015-2017, law enforcement agencies will continue to directly pay 25% of the cost to send officers to training. Agencies will also continue to pay the costs of ammunition.	During FY 2015-2017, law enforcement agencies will continue to directly pay 25% of the cost to send officers to training. Agencies will also continue to pay the costs of ammunition.	During FY 2015-2017, agencies will directly pay 25% of the cost to send law enforcement and correctional officers to training. Agencies will also continue to pay the costs of ammunition.
<b>Auto Theft Prevention Authority</b>	Retains biennial funding at \$8.6 million.	Funded at \$7.74 million.	Funded at \$8.6 million.
<b>Public Defense Grants</b>	Office of Public Defense is funded, and public defense grants are expected to continue at current levels.	Office of Public Defense is funded, and public defense grants to cities and counties are increased by \$4.6 million (the additional revenue from increased base infraction fines).	Office of Public Defense is funded, and public defense grants are expected to continue at current levels.
<b>Gang Prevention Grants</b>	Retains funding at \$250,000 per year.	Retains funding at \$250,000 per year.	Increases funding to \$500,000 per year.
<b>Sex Offender Address Registration</b>	Decreases funding to \$4.9 million per year.	Version 1 decreased funding to \$4.9 million per year. <b>Version 2 maintains funding at \$5 million per year (same as the 2013-15 biennium).</b>	Funded at \$5 million per year (same as the 2013-15 biennium).
<b>Impaired Driver Safety Account</b>	Funded at \$1.7 million - a small increase over the 2013-15 biennium.	Version 1 funded at \$1.7 million - a small increase over the 2013-15 biennium. <b>Version 2 funds at \$1.4 million.</b>	Funded at \$1.4 million.
<b>Public Health</b>	Retains funding at \$73 million.	Retains funding at \$73 million.	Retains funding at \$73 million.
<b>Transitional Housing</b>	Transitional Housing and Operating and Rents program is funded at \$7.5 million for 2016 only.	Transitional Housing and Operating and Rents program is funded at \$7.5 million for 2016 only.	Transitional Housing and Operating and Rents program is funded at \$7.5 million for 2016 only.
<b>Oil Train Funding</b>		Funding provided to implement ESHB 1449 (Oil train safety): Department of Ecology - \$2.763 million, Military Department - \$2.487 million, Department of Fish and Wildlife - \$108,000 and \$124,000 for the Attorney General's Office to provide legal assistance.	Funding provided to implement E2SSB 5057 (Hazardous material transport). Department of Ecology - \$5.9 million. Utilities and Transportation Commission - \$669,000. Military department - \$39,000.
<b>Hydraulic Project Approval Program</b>	Funded at \$676,000 - 2/3 of 2013-15 funding.	Funded at \$615,000.	Funded at \$615,000.
<b>Growth Management Activities</b>	\$6.4 million for grants and technical assistance. Funding comes from Public Works Assistance Account.	No additional resources, but funding shifted from General Fund to Public Works Assistance Account.	No additional resources.
<b>Municipal Research and Services Center</b>	Funded at 2013-15 levels.	Funded at 2013-15 levels.	Funded at 2013-15 levels.



June 10, 2015  
SCA PIC Meeting

**Item 10:**  
Future Levies and Ballot Measures in King County  
**Discussion Item**

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**SCA Staff Contact**

Katie Kuciemba, SCA Senior Policy Analyst, [Katie@soundcities.org](mailto:Katie@soundcities.org)

**Discussion Item:**

Members will have an opportunity to update the PIC in regards to upcoming ballot measures.

**Background:**

The purpose of this item is to provide information for SCA member cities on upcoming ballot measures. This item will be an ongoing, monthly item on the PIC agenda.

**Potential Future Ballot Measures as reported by SCA Cities**

Year	Month	Measure
2015	August	City of Redmond Levy – parks and public safety
2015	August	Shoreline Fire District – fire benefit charge, and capital bond
2015	November	Bothell Parks Levy
2016	Spring	Kent Fire Department Regional Fire Authority – Fire Benefit Charge
2016	Spring	Renton Regional Fire Authority
2016	April	Tukwila Regional Fire Authority
2016	Spring	Highline School District
2018		Shoreline School District Operations Levy
2018		Shoreline School District Capital Levy

**Potential Future Ballot Measures as reported by King County**

Year	Month	Jurisdiction	Measure
2015	November	King County	Best Start for Kids Initiative
2015	November	Seattle	Bridging the Gap transportation levy (renewal)
2016		Seattle Schools	District operations and capital levies (renewal)
2016		Seattle	Low-income housing (renewal)
2017		King County	Veterans and Human Services Levy (renewal)
2018		King County	AFIS Levy (renewal)
2018		Seattle	Families and Education Levy (renewal)

**Next Steps**

SCA staff will update this document on a regular basis. Please share this information with your city, and provide information on upcoming elections in your city to Katie Kuciemba, SCA Senior Policy Analyst, at [Katie@soundcities.org](mailto:Katie@soundcities.org).

**Item 11:**

SCA Issues for 2015

***DISCUSSION ITEM***

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**SCA Staff Contact**

Deanna Dawson, Executive Director, office 206-433-7170, [deanna@soundcities.org](mailto:deanna@soundcities.org)

**Discussion Item:**

SCA staff is seeking feedback on issues members would like the PIC to consider in 2015.

**Background**

At the January 14, 2015 Public Issues Committee (PIC) meeting, SCA Executive Director asked members to note any issues PIC should consider in 2015. Following is a list of issues members noted at that meeting, and at subsequent meetings. SCA staff will keep this list updated throughout the year. This will be an ongoing, monthly PIC item.

**Ongoing Issues for 2015:**

- Homelessness
  - Identified at 1/14/2015 PIC
  - Previously on agenda 2/11/2015, 3/11/2015, 4/8/2015, 5/13/2015
  - Committee to End Homelessness Strategic Plan on for final action in June
  - May have update on action steps being undertaken by cities in July
  
- Best Starts for Kids Levy
  - Identified at 1/14/2015 PIC
  - Pre-PIC item 4/8/2015
  - On for initial consideration in June, with final action anticipated for July
  
- Food Policy
  - Identified at 1/14/2015 PIC
  - PSRC Regional Food Policy Council Blueprints were on agenda for 2/11/2015 as an informational item
  - At April PIC, it was suggested that PIC have a future briefing on the King County Local Food Initiative
  - Future items may come back to PIC in 2015
  
- Sound Transit 3
  - Identified at 1/14/2015 PIC, discussed at April PIC
  - A briefing on ST3 will come to PIC as a pre-PIC workshop and/or discussion item
  
- Service Guidelines Task Force

- Pre-PIC item 3/11/2015, monthly updates will be provided to PIC
- SCA staff will monitor and provide updates
  
- Metro Long Range Plan
  - Pre-PIC item on 3/11/2015
  - SCA staff is monitoring, and will bring back to PIC as more details become available
  
- Solid Waste Comprehensive Plan/Recycling Targets
  - Pre-PIC workshop on 5/13/2015
  - At 5/13/2015 PIC meeting, request for recycling targets to be added as topic for discussion and/or potential action
  - Will be coming back to PIC for discussion, possible action at future PIC meetings
  
- Law Enforcement Assisted Diversion (LEAD)
  - Identified at 4/8/2015 PIC
  - Pre-PIC item on 6/10/2015
  
- Puget Sound Clean Air Agency (PSCAA)
  - Identified at 4/8/2015 PIC
  - Board discussed at April meeting, staff will be providing feedback to PSCAA staff based on the discussion at PIC and Board
  - SCA staff will monitor and provide updates to PIC
  
- Regional Law Safety and Justice Committee (RLSJC) issues
  - Identified at 4/8/2015 PIC
  - SCA staff will work with committee members to schedule future PIC items
  
- Funding for roads in unincorporated King County
  - Identified at 4/8/2015 PIC
  - This item was discussed at length at April 2015 SCA Board meeting
  - Was also discussed at May 2015 City Managers meeting, and that group will have an upcoming presentation
  - Will come back for discussion at a future PIC meeting, potentially as a pre-PIC workshop

If you or your city have additional items to be added to this list, please contact Katie Kuciemba at [Katie@soundcities.org](mailto:Katie@soundcities.org).



June 10, 2015  
SCA PIC Meeting

## Item 12a:

### Local Hazardous Waste Management Program (LHWMP) Update *Informational Item*

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#### SCA Staff Contact

Ellie Wilson-Jones, Policy Analyst, [ellie@soundcities.org](mailto:ellie@soundcities.org); 206-433-7169. Staff report prepared by Doreen Booth, SCA Policy Analyst, [Doreen@soundcities.org](mailto:Doreen@soundcities.org), 206-433-7147.

#### SCA Local Hazardous Waste Management Program Representative – Management Coordinating Committee (MCC)

Kenmore Mayor David Baker

The purpose of this item is to share information about the Local Hazardous Waste Management Program's 2014 highlights with PIC members and to briefly highlight an upcoming issue in the hazardous waste arena related to a likely decrease in Coordinated Prevention Grants (CPG).

#### Background

The Local Hazardous Waste Management Program (LHWMP) in King County is a multi-jurisdictional program whose mission is to protect and enhance public health and environmental quality throughout King County by reducing the threat posed by the production, use, storage and disposal of hazardous materials. The LHWMP is mainly funded by fees on solid waste accounts and on sewer services.

The LHWMP collects and disposes of household hazardous waste such as insect killers, flea killers, engine degreasers, pesticides, weed killers, acrylic paint, stains, batteries and varnishes. A full list of household hazardous waste products can be found [here](#). Those products can be disposed of at city-sponsored events, at the Wastemobile, or at one of [4 disposal sites](#). The program also works with small business generators (defined by pounds of hazardous waste produced and stored) to collect and dispose of hazardous waste and provides trainings and workshops on how to store, reduce and eliminate the use of hazardous products. Program staff also works with employees and users of such products, educating them in safe use and storage and alternative products as available. Some of the areas of focus have been nail salons, artists and artist supply stores and studios, dry cleaners, paint shops, and daycares. To find out more about businesses and hazardous waste, go to <http://www.hazwastehelp.org/BHW/index.aspx>.

#### 2014 Program Highlights

##### *Collection and Disposal*

The LHWMP collected \$17 million in 2014 and spent about \$15.5 million of those monies implementing programs.

About half of the money spent in 2014, \$7.9 million, was for collection and disposal of hazardous waste from household and small business generators. The four fixed collection facilities (Auburn, Factoria, North Seattle, and South Seattle) collected 1,272 tons of waste from 42,273 residents and 782 businesses. The Wastemobile collected 320 tons from 10,065 residents and 44 businesses. City events collected 109 tons of waste from 27,638 residents. In addition, seven tons of batteries were collected at fixed collection points.

#### *Use and Storage*

About 40% of the expenditures, \$6.7 million, was spent addressing use and storage of hazardous waste. This included 1,037 business visits, 561 trainings, community events, and workshops. Business visits and education included addressing those in the auto repair, manufacturing, retail, dental, and dry cleaning industries.

#### *Product Stewardship*

About 6% of the expenditures, \$942,000, were spent in the product stewardship arena, working to have manufacturers take responsibility for products at the end of a product's life. The LHWMP actively worked to implement mercury lighting product stewardship; all Washington State residents are now able to recycle mercury-containing lights at no charge by dropping them off at [authorized collection sites](#).

In 2014, the LHWMP continued to work on [Secure Medicine Return Regulations](#). The LHWMP is responsible for implementing the regulations approved by Board of Health in June 2013. Those regulations call for drug producers to finance and operate a convenient system of secure medicine drop-off locations at retail pharmacies and law enforcement offices throughout the county. Collection sites will participate voluntarily, and if a medicine drop-off site is not available in a specific area, drug producers must arrange for periodic collection events or pre-paid return mailers. Approved stewardship plans detailing producers' proposed plans for creating a drug take back system/s are required by October 10, 2015 and medicine collection sites must be operational within 90 days, by January 8, 2016.

The U.S. Supreme Court denied a petition for writ of certiorari [in PhRMA, et al. v Alameda County, et al](#), a challenge to Alameda County's medicine take back regulations. Alameda County approved the first medicine take back law in the nation and it was challenged by the pharmaceutical industry. There was concern about what the case could mean to King County but with the challenge decided, programs in both Alameda and King County can continue moving forward.

A discussion item on the implementation of the Secure Medicine Return Regulations will be schedule at the PIC in November or December 2015.

Another stewardship area where LHWMP worked in 2014 was in paint stewardship legislation. The LHWMP worked at the state level on [HB 1571](#), an industry-supported paint stewardship bill that would have created an industry-funded collection program for waste oil-based and latex paint, which are commonly the largest waste volume and management costs for local hazardous waste programs. The SCA Board of Directors sent a letter on March 30, 2015, [Attachment A](#), to express support for a product stewardship program that would allow

residents to return unused paint for reuse, recycling, or proper disposal. HB1571 failed to get out of the Senate Energy, Environment and Telecommunications committee senate committee before the April 1 deadline. It is expected that the legislation will be reintroduced in 2016.

[Attachment B](#) highlights the Local Hazardous Waste Management Program's activities in 2014; the entire 2014 Annual Report can be found [here](#).

## **Upcoming Hazardous Waste Issue**

### Coordinated Prevention Grants

Cities in King County are allocated funds through a [Coordinated Prevention Grant \(CPG\) program](#). CPG funding comes from the Local Toxics Control Fund and is based on the Hazardous Substance Tax, a tax imposed on first possession of petroleum products, pesticides, and certain chemicals. For the 2013-2015 biennium (July 1, 2013-June 30, 2015), the total CPG funding for King County was \$5.6 million; the total funding for the statewide CPG program was \$28.2 million. For the 2013-2015 biennium, the LHWMP received about \$2 million and suburban cities in King County received about \$2 million. Cities use their funds for moderate risk waste or solid waste programs. A spreadsheet showing the 2013-2015 allocation is included as [Attachment C](#). In both the House and Senate proposed budgets, CPG funding has been reduced by 50%, to \$14 million total statewide. A state workgroup is now considering how the remaining dollars should be allocated. This will likely have an impact on many cities' waste management programs.

Due to lingering uncertainty with the CPG grant funding, the LHWMP has not budgeted for CPG revenue in their current budget. The program has received approximately \$2 million / biennium in CPG funding in recent years; that funding has been used for program operations. The LHWMP's Management Coordinating Committee will be assessing the impact of the potential loss of funds as they consider the hazardous waste fee for the 2017-2018 biennium.

More information about the Local Hazardous Waste Management Program can be found at [www.hazwastehelp.org](http://www.hazwastehelp.org).

## **Attachments**

- A. [March 30, 2015 SCA letter re: Paint Stewardship](#)
- B. [2014 LHWMP Program Highlights](#)
- C. [CPG Allocations 2013-2015 biennium](#)



SOUND CITIES ASSOCIATION

36 Cities. A Million People. One Voice.

2015 Board of Directors

March 30, 2015

President
Matt Larson
Mayor
City of Snoqualmie

The Honorable Sen. Doug Ericksen
Chair, EET Committee
414 Legislative Building, PO Box 40442
Olympia, WA 98504

The Honorable Sen. John McCoy
Ranking Minority Member, EET Committee
241 John A. Cherberg Building, PO Box 40438
Olympia, WA 98504

Vice President
Nancy Backus
Mayor
City of Auburn

Treasurer
Don Gerend
Councilmember
City of Sammamish

RE: Sound Cities Association Support for HB 1571

Dear Members of the Senate Energy, Environment & Telecommunications Committee (EET):

Member-at-Large
Dave Hill
Mayor
City of Algona

On behalf of the Sound Cities Association, we write to you today to urge your support of House Bill 1571, which would require paint producers to participate in a stewardship program approved by the Department of Ecology to manage the end-of-life disposition of leftover paint.

Past President
John Marchione
Mayor
City of Redmond

The Sound Cities Association was founded in the 1970s to help cities in King County act locally and partner regionally to create vital, livable communities through advocacy, education, leadership, mutual support, and networking. Collectively, our 36 member cities represent nearly one million constituents in King County.

Members
Bill Allison
Mayor
City of Maple Valley

Product stewardship has long been a priority for our member cities. We support approaches that enhance our existing reuse, recycling and waste management systems by requiring product manufacturers to be responsible for their products that contain toxic and hazardous materials. With a product stewardship program in place, residents will be able to return unused paint for reuse, recycling, or proper disposal. Preventing unused paint from ending up in our landfills saves local jurisdictions money, and is reduces the risk of soil and groundwater contamination. We know that these types of programs work - in its inaugural year, a similar program saved the Portland Metropolitan area about \$1 million as paint manufacturers took over management of latex and oil-based paint.

David Baker
Mayor
City of Kenmore

We urge you to support this common sense, fiscally responsible, environmentally sound bill.

Chris Eggen
Deputy Mayor
City of Shoreline

If you have any questions, please do not hesitate to contact our Executive Director Deanna Dawson at (206) 433-7170 or Deanna@soundcities.org.

Jim Haggerton
Mayor
City of Tukwila

Sincerely,

Matt Larson

David Baker

Bob Harrison
City Administrator
City of Issaquah

[Handwritten signature of Matt Larson]

[Handwritten signature of David Baker]

Dennis Higgins
Councilmember
City of Kent

Mayor, City of Snoqualmie
President, Sound Cities Association

Mayor, City of Kenmore
Chair, King County Local Hazardous Waste
Management Program Management
Coordination Committee

Bernie Talmas
Mayor
City of Woodinville

Amy Walen
Mayor
City of Kirkland

Executive Director
Deanna Dawson

Sound Cities Association
6300 Southcenter Boulevard
Suite 206
Tukwila, WA 98188
(206) 433-7168
SCA@SoundCities.org
www.SoundCities.org

cc: Senate Energy, Environment & Telecommunications Committee
SCA Board of Directors

# Local Hazardous Waste Management Program in King County

## 2014 Highlights

The Local Hazardous Waste Management Program is a partnership of over 40 city, county and tribal governments in King County working together to help residents and businesses reduce and safely manage hazardous materials and wastes.

### OVERALL HIGHLIGHTS

In 2014, the Program provided direct service to 90,000 people through collection services, trainings, outreach, site visits and customer service calls. 190,000 people visited the Program's website, [www.hazwastehelp.org](http://www.hazwastehelp.org), and 25,000 people engaged with us through Facebook.

### USE AND STORAGE

- **Business Field Services** – Provided service to 675 businesses, 23% more than 2013. Emphasis on businesses generating the most hazardous waste resulted in proper management of 208% more hazardous waste than 2013.
- **Customer Service Lines** – Answered questions from 12,000 customers through the Household Hazards Line, Business Waste Line, Garden Hotline and IMEX (Industrial Materials Exchange).
- **EnviroStars** – Worked with agency partners to develop an integrated “one-stop” regional environmental recognition program for businesses.
- **Voucher Incentive Program** – Provided \$128,000 in incentives and grants to 178 businesses, leveraging \$404,000 in matching investment for pollution prevention improvements. This included grants to dry cleaners to purchase safer dry cleaning machines.

*Dry cleaner voucher recipients.*



June 10, 2015

### COLLECTION AND DISPOSAL

- **Collection facilities** – 53,000 residents and businesses disposed of 1,600 tons of hazardous waste at Program collection sites.

**We celebrated the 25th anniversary of the Wastemobile.**

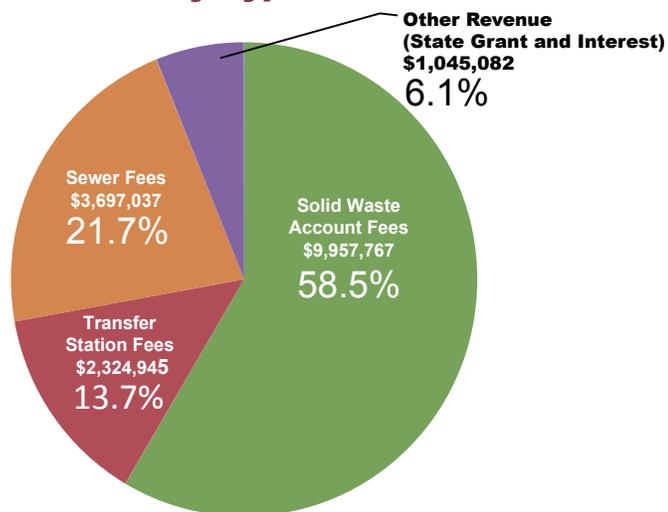


### UPSTREAM AND PRODUCT STEWARDSHIP

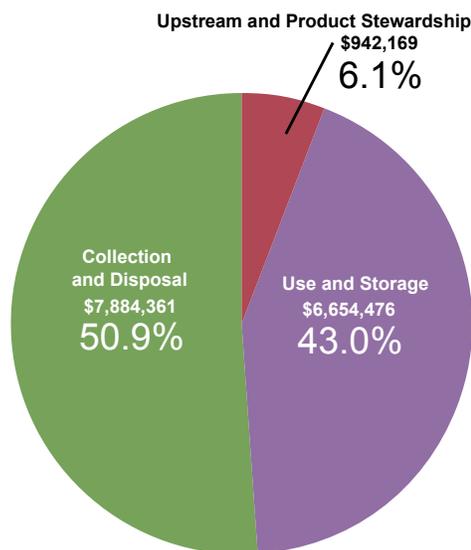
- **Pharmaceuticals** – Prepared to implement a Secure Medicine Return program that requires industry to fund the collection of unwanted household medicines. The program is expected to be fully operational in early 2016.
- **Take It Back Network** – Program partners collected 118,000 mercury-containing fluorescent lights.



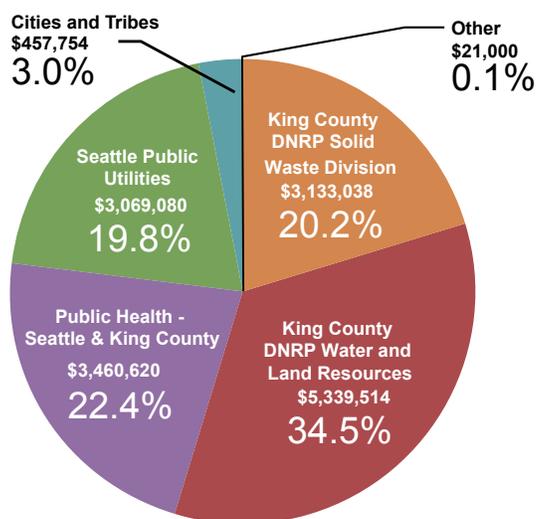
## FINANCIAL Revenue by Type



## Expenditures by Mission Area



## Expenditures by Agency



## RATEPAYER EQUITY

The Program implemented a new rate structure to improve ratepayer equity among commercial and multifamily fees.

### New rates are based on garbage container size

Old rate: \$11.24 for any size

Container Size	Rate
<b>SMALL</b> up to 96 gallons	<b>\$1.46</b>
<b>MEDIUM</b> between 96 gallons & 10 cubic yards	<b>\$12.01</b>
<b>LARGE</b> 10 cubic yards or more	<b>\$46.15</b>

## SERVICE EQUITY

The Program continued to implement its Service Equity Policy. 2014 priorities included funding community partners (African American Reach & Teach Health and Puget Sound Sage) on a community-based leadership development and education project in Tukwila and SeaTac to increase awareness of hazardous materials issues in communities of color and refugees.



Environmental Justice Network in Action at a community event.



## Local Hazardous Waste Management Program in King County

150 Nickerson Street, Suite 204, Seattle, WA 98109-1634  
 Phone: 206-263-1650 Fax: 206-263-3070  
[www.HazWasteHelp.org](http://www.HazWasteHelp.org)

Alternative formats available

206-263-1650 TTY Relay: 711

## 2013-2015 Coordinated Prevention Grant (CPG) Allocation for King County

Grant Source: WA State Department of Ecology

Total Grant Amount: \$5,617,806

King County Population: 1,957,000

Total grant amount is split 35% for local hazardous waste programs, 65% for solid waste programs.

City/Agency	2012 Population <sup>1</sup>	2013-2015 Allocation
City of Seattle - Public Utilities	616,500	\$1,118,645
Sea-KC Health Dept. - Local Haz Waste Mgmt Prog.	NA	\$1,912,073
Sea-KC Health Dept. - Solid Waste Enforcement	NA	\$154,740
King Co. Solid Waste Div. (unincorp. area + Milton)	250,985	\$455,414
Suburban Cities (excludes Milton) includes \$1,000 base	1,089,515	\$1,976,934
Algona	3,070	\$6,466
Auburn	63,390	\$113,869
Beaux Arts	300	\$1,534
Bellevue (inc. Eastgate, Tamara Hills)	130,170	\$232,774
Black Diamond	4,170	\$8,425
Bothell (pt)	17,280	\$31,768
Burien	47,730	\$85,986
Carnation	1,785	\$4,178
Clyde Hill	2,980	\$6,306
Covington	17,760	\$32,623
Des Moines	29,700	\$53,882
Duvall	6,900	\$13,286
Enumclaw	11,030	\$20,639
Federal Way	89,460	\$160,288
Hunts Point	390	\$1,694
Issaquah	31,150	\$56,464
Kenmore	21,020	\$38,427
Kent	119,100	\$213,063
Kirkland	81,480	\$146,079
Lake Forest Park	12,640	\$23,506
Maple Valley	23,340	\$42,558
Medina	2,990	\$6,324
Mercer Island	22,690	\$41,401
Milton <sup>2</sup>	835	Not Eligible
Newcastle	10,460	\$19,625
Normandy Park	6,350	\$12,306
North Bend	5,855	\$11,425
Pacific (pt)	6,535	\$12,636
Redmond	55,360	\$99,571
Renton	93,910	\$168,211
Sammamish	47,420	\$85,434
SeaTac	27,210	\$49,449
Shoreline	53,270	\$95,850
Skykomish	200	\$1,356
Snoqualmie	11,320	\$21,156
Tukwila	19,080	\$34,973
Woodinville	10,960	\$20,515
Yarrow Point	1,060	\$2,887
<b>TOTAL</b>	<b>1,957,000</b>	<b>\$5,617,807</b>

<sup>1</sup>Based on the 2012 Estimate from "April 1 Population of Cities, Towns, and Counties Used For Allocation of Selected State Revenues" Office of Financial Management, Forecasting Division.

(<http://www.ofm.wa.gov/pop/april1/finalpop.pdf>)

<sup>2</sup>The Town of Milton is considered part of Pierce County's, not King County's, solid waste planning area.