CITY OF SHORELINE

AGENDA

CLICK HERE TO COMMENT ON AGENDA ITEMS
STAFF PRESENTATIONS
PUBLIC COMMENT

SHORELINE CITY COUNCIL SPECIAL MEETING

Monday, March 2, 2015   Conference Room 303 · Shoreline City Hall
5:45 p.m.   17500 Midvale Avenue North

TOPIC/GUESTS: Seattle Mayor and Councilmembers

SHORELINE CITY COUNCIL BUSINESS MEETING

Monday, March 2, 2015   Council Chamber · Shoreline City Hall
7:00 p.m.   17500 Midvale Avenue North

		Page	Estimated Time
1.	**CALL TO ORDER**		7:00
2.	**FLAG SALUTE/ROLL CALL**		
3.	**REPORT OF THE CITY MANAGER**		
4.	**COUNCIL REPORTS**		
	(a) Appointment of the Council Subcommittee Interview Panel for Parks, Recreation and Cultural Services/Tree Board Applicants		
5.	**PUBLIC COMMENT**		

Members of the public may address the City Council on agenda items or any other topic for three minutes or less, depending on the number of people wishing to speak. The total public comment period will be no more than 30 minutes. If more than 10 people are signed up to speak, each speaker will be allocated 2 minutes. Please be advised that each speaker's testimony is being recorded. When representing the official position of a State registered non-profit organization or agency or a City-recognized organization, a speaker will be given 5 minutes and it will be recorded as the official position of that organization. Each organization shall have only one, five-minute presentation. Speakers are asked to sign up prior to the start of the Public Comment period. Individuals wishing to speak to agenda items will be called to speak first, generally in the order in which they have signed. If time remains, the Presiding Officer will call individuals wishing to speak to topics not listed on the agenda generally in the order in which they have signed. If time is available, the Presiding Officer may call for additional unsigned speakers.

6.	**APPROVAL OF THE AGENDA**		7:20
7.	**CONSENT CALENDAR**		7:20
	(a) Minutes of Special Meeting of February 2, 2015	7a1-1	
	Minutes of Special Meeting of February 9, 2015	7a2-1	
	(b) Authorize the City Manager to Execute a Contract with PRR, Inc. to Create a Marketing Campaign Promoting the City of Shoreline	7b-1	
8.	**STUDY ITEMS**		
	(a) Sound Cities Association Public Issues Committee (PIC) Position on the Committee to End Homelessness Draft Strategic Plan	8a-1	7:20

9.   ADJOURNMENT   7:50

DRAFT

CITY OF SHORELINE

SHORELINE CITY COUNCIL
SUMMARY MINUTES OF SPECIAL MEETING

Monday, February 2, 2015

Conference Room 303 - Shoreline City Hall

5:45 p.m.   17500 Midvale Avenue North

PRESENT: Mayor Winstead, Deputy Mayor Eggen, Councilmembers McGlashan, McConnell, Salomon, and Roberts

ABSENT: Councilmember Hall

STAFF: Debbie Tarry, City Manager; John Norris, Assistant City Manager; Jessica Simulcik Smith, City Clerk, Bonita Roznos, Deputy City Clerk; and Planning and Community Development Staff: Rachael Markle, Director; Paul Cohen, Planning Manager; Miranda Redinger, Senior Planner; Steve Szafran, Senior Planner.

GUESTS: None

At 5:49 p.m., the meeting was called to order by Mayor Winstead. She announced that Councilmember Hall is excused for personal reasons.

Debbie Tarry, City Manager explained that tonight's meeting is for Council to address logistical questions for the February 9 and 23, 2015 Council meetings regarding the 185th Street Station Subarea Plan (185SSSP). She shared that it is very likely that the Planning Commission will not be ready to make a recommendation regarding a Preferred Alternative for the 145th Street Station Subarea Plan, and therefore there will likely be a single action item of the 185SSSP at the February 23, 2015 Council Meeting. She stated the 145th Street Station Subarea Plan Preferred Alternative will likely be presented at the March 2, 2015 Council Meeting.

Councilmembers discussed waiving Council rules to allow more time for public comments, extending the meeting only to finalize a current amendment being discussed, and not taking up new amendments after 10:00 p.m. They discussed adhering to Council Rules and waiting to decide at 10:00 p.m. to vote to continue the meeting. They commented on the importance of providing everyone who wants to address Council the opportunity to speak, requiring that all speakers sign up to speak, and limiting speakers from three to two minutes, if there are more than 10 people signed up to speak. They also encouraged the public to communicate to Council by letter and email. Ms. Tarry reiterated that Council's preference is not to introduce new topics after 10:00 p.m., waive rules to extend public comment by 30 minutes, require members of the public to sign up ahead of time to speak, and depending on the number of people wanting to speak, limit public comment to 2 minutes per person with the exception of city and state recognized non-profits who would be allowed 5 minutes for public comment.

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Debbie Tarry explained that the process for adopting the 185SSSP will consist of taking action on the following three ordinances: Station Subarea Plan and Comprehensive Plan Amendment Ordinance, Development Code Amendment Ordinance, and the Planned Action Ordinance. Mr. Norris added that the discussion will take place at the February 9 Council meeting, and that Council action will occur at the February 23, 2015 meeting.

Paul Cohen, Planning Manager, provided updates and Planning Commission recommendations and requested that Council provide Staff any amendments. He reviewed the Commission's eight key recommended changed to the Subarea Plan and Planned Action Ordinance:

1. Phased Zoning

Mr. Cohen discussed the Commission's recommendations to reduce zoning boundaries for Phase 1, assignment of dates certain, and the addition of a complete connecting corridor between Aurora Avenue N. and North City.

Councilmembers expressed support for connectivity between Aurora Avenue N. and North City, asked why use date certain requirements, and discussed the process for amending phase implementation dates in the future. Mr. Cohen responded that the dates provide guidance for each phase and allows an evaluation process. Ms. Tarry added the dates also provide a certain amount of predictability.

2. Park Dedication

Mr. Cohen shared that park dedication will be made in conjunction with the Park Board. Ms. Redinger added that a specific formula will be identified for determining the appropriate amount of park dedication based on the size of the development.

Councilmembers asked about implementation strategies, assessing fees for park dedication in development agreements, and expressed concern about adopting code to determine park dedication when the formula is not spelled out in the Development Code. Ms. Tarry discussed the trade off of moving forward with the Plan and the implementation strategy details that still have to be worked out in the future. Ms. Redinger discussed two mandatory agreements that can be paid in lieu of impact fees, and then read the placeholder policy for parks in MUR zoning.

3. Affordable Housing

Mr. Cohen shared the Commission's recommendation to add a Housing Development Option which provides fewer units affordable to households making a lower median income.

4. New Single Family in MUR Zones

Mr. Cohen shared the Commission's recommendation to allow new single family development in MUR-85, 45 and 35 zones without a 5-year sunset on this provision.

Councilmembers discussed non-conforming single family usage and providing a means to allow single family homes to be in compliance. Ms. Tarry discussed Council's options to allow the provision to sunset indefinitely or have an end date.

5. Building Stepbacks at 45 feet

Mr. Cohen explained that in addition to the Commission's recommendation that 10-foot building stepbacks at 45-foot heights apply to arterials in MUR 85 zones and buildings across the street from MUR-35 and MUR-45 zones, and that Staff recommends extending this transition requirement for MUR-85 to all streets in the Subarea.

6. Parking Structure Design

Mr. Cohen shared that the Commission recommends that parking design standards be consistent with Shoreline's existing commercial design standards.

7. Clarify Parking Reductions

Mr. Cohen shared that the Commission recommends specific parking ratio reductions that cannot be combined or added cumulatively.

8. Bundle Parking with Units

Mr. Cohen shared that the Commission recommends that required residential parking be bundled with apartment leases.

Councilmembers expressed concerned about tenants who do not own a car being assessed a parking fee. They commented on the discrepancy between parking standards and number of built units. Ms. Tarry responded that staff will refine the language and shared that the City Attorney is also looking at language for long term enforcement.

Councilmembers asked about the process for Council to submit questions and amendments to the Plan. Ms. Tarry responded that a matrix, similar to the one used in the 2015 Budget Process, will be developed, and stated that responses will be made available on Fridays. She stated the first matrix will be issued on Friday, February 6, 2015, and that the Commission's changes will be included in the Discussion of the 185th Street Subarea Plan and Planned Action Ordinance staff report scheduled to be available on February 3, 2015. She asked that Council submit amendments as soon as possible but no later than the end of next week.

At 6:51p.m. the meeting was adjourned.

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Bonita Roznos, Deputy City Clerk

DRAFT

CITY OF SHORELINE

SHORELINE CITY COUNCIL
SUMMARY MINUTES OF SPECIAL MEETING

Monday, February 9, 2015   Conference Room 303 - Shoreline City Hall
5:45 p.m.   17500 Midvale Avenue North

PRESENT: Mayor Winstead, Deputy Mayor Eggen, Councilmembers McGlashan, Hall,
              McConnell, Salomon, and Roberts

ABSENT: None

STAFF: Debbie Tarry, City Manager; John Norris, Acting Assistant City Manager; Scott
              MacColl, Intergovernmental Relations Program Manager; Shawn Ledford, Chief
              of Police; and Bonita Roznos, Deputy City Clerk

GUESTS: None

At 5:52 p.m., the meeting was called to order by Mayor Winstead. She announced that King
County Councilmember Dembowski is unable to join the meeting due to an extended
Metropolitan King County Council Meeting.

Scott MacColl, Intergovernmental Relations Program Manager, provided an overview of the
Lobby Trip to Washington D.C. he attended, along with Mayor Winstead and Ms. Tarry,
February 3-5, 2015. He reported that they engaged the Federal Legislative Delegation about
securing support for the redevelopment of 145th Street corridor in preparation for the Lightrail
Station. He shared that the Delegation understood the need and challenges associated with the
corridor. Mayor Winstead commented that the Delegation was supportive, offered to coordinate
meetings with the Federal Department of Transportation, and expressed appreciation for the
City's regional approach to this effort. Ms. Tarry conveyed that the Delegation affirmed the
City's development of a Route Development Plan (RDP), selection of a preferred alternative, and
analysis of economic development opportunities.

Councilmembers participated in a discussion regarding the 145th Street Redevelopment. They
asked if the Delegation recommended funding options, are there opportunities for funding by
Sound Transit, and can Metro services be requested for the corridor.   They discussed permitting
authority, the need for building infrastructure, and giving priority to the145th and I-5 interchange
and the eastbound road. They commented that Sound Transit's Final Environmental Impact
Statement will identify mitigations and provide flexibility for negotiation. Ms. Tarry shared that
Metro is a partner in the RDP, adding Metro services to the corridor is an ongoing discussion,
and that Metro services will be addressed in the2016 Transit Integration Plan.

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At 6:23p.m, the meeting was adjourned.

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Bonita Roznos, Deputy City Clerk

CITY COUNCIL AGENDA ITEM
CITY OF SHORELINE, WASHINGTON

AGENDA TITLE:	Motion to Authorize the City Manager to Execute a Contract with PRR, Inc. to Create a Marketing Campaign Promoting the City of Shoreline
DEPARTMENT:	City Manager's Office
PRESENTED BY:	Dan Eernissee, Economic Development
ACTION:	____ Ordinance ____ Resolution __X_ Motion ____ Discussion __ _ Public Hearing

PROBLEM/ISSUE STATEMENT:

The purpose of creating a marketing campaign promoting Shoreline is to help the City achieve Vision 2029, a comprehensive statement of the City's goals and long-term aspirations. The Council believes that without significant new investment and an influx of new residents, Shoreline will fall short of the vision it has established for itself; will not be economically sustainable; and will not enjoy the amenities that growth and investment bring. Therefore, the City seeks to develop a marketing campaign to attract future residents and investors who desire Shoreline's positive attributes, but are either unaware of or mistaken about what Shoreline has to offer.

RESOURCE/FINANCIAL IMPACT:

The combined cost of tasks related to the marketing campaign project shall not exceed $125,000. This amount was budgeted for in the 2015 adopted budget.

<u>RECOMMENDATION</u>

Staff recommends that the City Council move to authorize the City Manager to enter into a contract with PRR, Inc. to create a marketing campaign promoting the City of Shoreline.

Approved By: City Manager *DT*   City Attorney *JA-T*

BACKGROUND

Every two years the City conducts a citizen satisfaction survey. Results of the 2014 survey showed that 92% felt safe in their homes, 91% rated Shoreline as either an "excellent" or "good" place to live, 89% as either an "excellent" or "good" place to raise children, and 79% felt that they had either an "excellent" or "good" overall quality of life.

Such strong sentiment, though, does not necessarily cross Shoreline's borders. Staff's anecdotal experience is that those living outside of Shoreline generally do not have a good or a bad impression of the city, but that they have no impression. Many don't know where the city begins or ends, what it borders, or which neighborhoods it includes. They certainly have never seriously considered it as a place to live or work.

Meanwhile, economic development has long been the #1 Council goal. Economic development is seen as instrumental in helping the City achieve financial sustainability and Shoreline's ultimate aspirations as defined in Vision 2029. The most effective type of economic development -- primary economic development -- relies on people and resources flowing into a city. Lacking an attractive reputation hurts Shoreline's economy, and it helps explain why the City's current Economic Development Strategic Plan links Shoreline's economic development success directly to placemaking. Storytelling and making memorable, attractive places is key to Shoreline's long-term economic health. Attractive places draw people and investment, increasing values and rents, making further investment profitable without the need to cut into public services to save costs.

Therefore, in order to help attract new residents and investors, the City Council adopted a budget for 2015 that allocated one-time funds to hire a marketing individual or firm. This marketing individual/firm is to define a comprehensive marketing message and to create tools for the City to use to promote itself going forward. The funds were also adequate to launch an initial advertising campaign in 2015.

DISCUSSION

Request for Proposals
The City issued an RFP to create a Marketing Campaign Promoting (RFP #7927) and received three proposals by the February 5, 2015, submittal deadline. All three responses were deemed adequate, and staff subsequently selected PRR, Inc. as the preferred service provider.

PRR was selected because its proposal demonstrated that it understood and was comfortable working with governmental agencies. Furthermore, the PRR proposal gave examples of successful marketing message development that were very similar to what the City desires. As an added bonus, both of the two project leads are residents of Shoreline, and they both possess a rich understanding of the marketing challenges facing the City.

Proposed Service Contract Scope of Work
Staff has negotiated the attached proposed scope of work (Attachment A) with PRR based on the following preliminary schedule and defined objectives:

Mar - May: After gathering data from public and strategic partners, PRR will guide the formation of a comprehensive marketing message

Mar - Jun: PRR will provide new promotion tools and recommend improvements to existing communication tools

Jun - Dec: PRR will assist in launching and measuring the effectiveness of the City's initial marketing campaign

The term of the contract will begin upon execution and run through December 31, 2015.

RESOURCE/FINANCIAL IMPACT

The combined cost of tasks related to the marketing campaign project shall not exceed $125,000. This amount was budgeted for in the 2015 adopted budget.

RECOMMENDATION

Staff recommends that the City Council move to authorize the City Manager to enter into a contract with PRR, Inc. to create a marketing campaign promoting the City of Shoreline.

ATTACHMENTS

Attachment A: Scope of Work for PRR, Inc. - Marketing Campaign Promoting the City of Shoreline

EXHIBIT A
SCOPE OF WORK FOR CONTRACT NO. 7927
MARKETING CAMPAIGN FOR PROMOTING SHORELINE

The marketing campaign for promoting Shoreline is designed to fulfill the following objectives, which are thoroughly described in RFP No. 7927:
Objective 1: Define a comprehensive marketing message.
Objective 2: Provide effective promotional tools
Objective 3: Launch initial marketing campaign

1. Project Management
PRR will perform the following management tasks to help ensure that the project remains on track. PRR's project manager will be responsible for coordinating all aspects of this work plan with the City's staff and PRR's team. PRR's project manager will be responsible for producing high quality products and meeting the agreed schedule and budget. The City expects to receive reports and other defined deliverables in draft form and have sufficient time to review before the final product is due or presented to the public. PRR's project manager will work closely with the City's staff to ensure the City is included in all aspects of the plan.

Deliverables:

- Produce a Project Management Plan, including a detailed schedule and budget for deliverables
- Schedule, attend, and chair regular project management team meetings and special stakeholder meetings. Management team meetings will be provided on a weekly basis or at another interval agreed to by PRR and City.
- Write and distribute timely meeting summaries of all meetings
- Develop and keep up to date a work plan for the project
- Manage the timeline and budget, including ensuring that draft deliverables are submitted with ample time for staff review
- Provide an updated and accessible electronic "folder" of all project documents
- Manage all sub-consultants
- Accompany invoices with project progress reports recapping previous work performed during the billing cycle and upcoming work to be completed.

City Staff Responsibilities:
Procure meeting space, review and approve draft and final materials including agendas, documents, presentations, invoices, sub-consultant reports, and development of work plan with PRR.

2. Define marketing messages for future residents and investors

As part of Objective 1, defining a comprehensive marketing message, PRR will be responsible for creating an input mechanism that captures and documents concepts and ideas from the public, leadership, and key stakeholders. The concepts gleaned from this process will help narrow the resident and investor target markets and allow a message to be crafted that draws on Shoreline's existing strengths.

Deliverables:
- Document and respond as appropriate to input from process participants.
- Prepare a draft and final memo that defines the narrowed resident target market as well as a comprehensive yet concise message to reach it.
- Prepare a draft and final memo that defines the narrowed investor target market as well as a comprehensive yet concise message to reach it.

City Staff Responsibilities:

Staff will review and approve all drafts and the final report. Staff will facilitate responses to process participants. Note: Staff will reject all suggestions that the message be converted into a slogan for the City.

3. Improve existing communication tools

As part of Objective 2, PRR will help the City improve and enhance its existing communication tools.

Deliverables:

PRR will take an inventory of existing communication tools, evaluate the effectiveness of each in promoting Shoreline to future residents and investors. PRR will produce a draft report and a final report that includes written recommendations of enhancements that will improve and expand the reach of current communication tools. PRR will attend no more than two meetings with city staff to help shape each report.

City Staff Responsibilities:

Staff will review and approve all drafts and the final report. Staff will provide examples of all communication tools currently used. When available and if legally able to be shared, Staff will provide known usage and response metrics.

4. Define effectiveness

Throughout this document, the City uses the word "effectiveness" to describe good promotion and advertising efforts. However, "effectiveness" must be defined in order to be useful as an evaluative tool. The City expects PRR to specifically define words, phrases, and concepts that help the public, staff, and Council talk about and evaluate good promotional activity.

Deliverables:
- Provide a glossary of marketing terms and an explanation of methods that aids the City in clearly communicating how promoting Shoreline helps achieve Council goals and Vision 2029.
- Define benchmarks that allow the effectiveness of promotional activities to be measured.

City Staff Responsibilities:
Staff will review and approve the draft and final glossary and benchmark documents.

5. Recommend advertising mediums and techniques
As park to Objective 2, PRR will recommend to the City the best ways to promote itself through advertising.

Deliverables:
- PRR will develop a matrix of the various advertising mediums and techniques along with the strengths and weaknesses of each. The matrix will include how the effectiveness of each medium and technique can -- or cannot -- be measured.
- PRR will provide written recommendations of those mediums, techniques, and measurement methods that will provide the best promotional success.
- PRR will provide specific contacts and negotiation techniques that PRR has found maximize impact.

City Staff Responsibilities:
Staff will review and approve draft and final reports.

6. Help launch the City's initial marketing campaign
Objective 3 is when the results of Objective 1 and 2 are implemented with real-life efforts guided by PRR. The initial resource allocations will be carried out in the second half of 2015, and PRR will be expected to guide the City in strategically allocating approximately $50,000 over and above PRR's fee.

Deliverables:
- Provide a written recommendation of how the City spends its resources, whether it be in advertising, signage, production of collateral material, creation of Aurora Square ParkPlace, events, or in other ways that have yet to emerge through the process.
- Provide a written recommendation of how the City can leverage its investment with those of other strategic partners.

- Answer questions and provide assistance to City staff as it launches its initial promotional efforts.

City Staff Responsibilities:
Staff will review and approve draft and final plans.

CITY COUNCIL AGENDA ITEM
CITY OF SHORELINE, WASHINGTON

AGENDA TITLE:	Discussion of the Sound Cities Association (SCA) Public Issues Committee (PIC) Policy Position on the Committee to End Homelessness Draft Strategic Plan
DEPARTMENT:	City Manager's Office
PRESENTED BY:	Scott MacColl, Intergovernmental Relations Manager
ACTION:	____ Ordinance ____ Resolution ____ Motion __X__ Discussion ____ Public Hearing

PROBLEM/ISSUE STATEMENT:
Councilmember Roberts, as the City's representative to the Sound Cities Association's (SCA) Public Issues Committee (PIC), is seeking Council guidance regarding a draft SCA policy position for the upcoming April PIC meeting. The Committee to End Homelessness (CEH) Governing Board is scheduled to take action on the 2015-2018 draft CEH Strategic Plan on April 22, 2015. The PIC will be discussing the topic at its March meeting and voting on a policy position at its April meeting.

RESOURCE/FINANCIAL IMPACT:
There is no direct financial impact to the City.

RECOMMENDATION

There is no staff recommendation; this item is for discussion purposes only and for Council to provide policy direction for Councilmember Roberts.

Approved By: City Manager *DT*   City Attorney *MK*

INTRODUCTION

Councilmember Roberts is seeking Council direction on the Committee to End Homelessness (CEH) Draft Strategic Plan. The PIC generally discusses an initial policy position at one meeting, with an actual vote at the next meeting to allow for PIC members to brief their Councils and receive policy direction.

On April 22, 2015 the CEH Governing Board is scheduled to take action on the Committee to End Homelessness's Draft 2015-2018 Strategic Plan (Attachment A). The PIC will be asked take a position on this draft plan prior to the April CEH meeting. In order to provide SCA cities with adequate time to consider the item, PIC members are asked to take this item back to their staff and councils to begin the discussion this month. An initial policy position will come to PIC based on this feedback in March. Final action by PIC and the SCA Board would come in April.

BACKGROUND

In 2005, King County set the ambitious goal of ending homelessness in ten years, and adopted a "Ten-Year Plan to End Homelessness - A Roof Over Every Bed". There were a number of successes over the ten years, including the addition of 5,700 new housing units, more than 36,000 people exiting from homelessness, the inclusion of new funders for housing and the collection of data to improve system targeting. However, homelessness remains a crisis in King County. The 2015 One Night Count encountered at least 3,772 men, women, and children without shelter; an increase of 21% over those found without shelter last year. The total homeless population is not yet known but in 2014, the total was 9,294 people (3,123 outside; 3,265 in transitional housing; 2,906 in shelters). Cities in King County, including SCA member cities, are facing an increasing number of homeless people on their streets, in parks and natural areas and yet many cities have few social services available for the homeless population, and little, if any, state or federal funding for homeless services.

The Committee to End Homelessness (CEH) is a broad coalition of government, business, faith communities, nonprofits, and homeless advocates working together to end homelessness in King County; the Governing Board oversees the work of the Committee. After the Governing Board approves the new strategic plan, local governments (including cities) and non-profit partners will be asked to approve resolutions endorsing/supporting the plan. Note that CEH staff finds the current structure of the Committee to End Homelessness (four separate groups, a Governing Board, an Interagency Advisory Council, a Funders Group and a Consumer Advisory Council) to be overly complicated. The future decision-making structure of the Committee to End Homelessness will be discussed over the next few months with structural changes tentatively scheduled to be presented to and possibly approved by the Governing Board as early as April 2015.

DISCUSSION

The Draft Strategic Plan has three goals: to make homelessness rare, to make homelessness brief and one time, and to build a community to end homelessness. The

first two goals, to make homelessness rare, brief and one-time are consistent with Federal Housing and Urban Development Department (HUD) requirements, and progress towards those goals is required by HUD for maximized HUD funding. The third goal recognizes that the goals will only be met by a wide variety of stakeholders working together to achieve success.

There are a number of strategies proposed in the plan to achieve each of the three goals. They are as follows:

Goal 1 – Make Homelessness Rare
The draft strategies focus on:
- People that are leaving other systems, including foster care, mental health, chemical dependency, and criminal justice, and then entering homelessness;
- Repealing or mitigating policies that criminalize living on the streets;
- Access to mainstream supports;
- The need for more affordable housing; and
- Preventing people from becoming homeless.

Goal 2 – Make Homelessness Brief and One-Time
The draft strategies focus on:
- Addressing crisis as quickly as possible;
- Assessing, prioritizing and matching homeless individuals with housing and support services;
- Realigning housing and support services to meet needs of people experiencing homelessness in our community; and
- Creating employment and education opportunities to support stability.

Goal 3 – Building a Community to End Homelessness
The draft strategies to accomplish the goal are to:
- Establish an effective decision-making body and formal agreements to guide collective action among all partners;
- Formalize roles for business leaders and faith community leaders;
- Strengthen engagement of King County residents, including those housed and those experiencing homelessness; and
- Solidify and sustain infrastructure to operate the system, including advocacy, data analysis, capacity building, planning and coordination.

SCA staff is looking for city input on the goals and strategies that will make it possible for cities to implement the plan and be part of the solution in addressing homelessness. For example, Redmond city staff reported to SCA that Eastside cities' human service staff and police agencies are working together to develop common strategies to address homelessness in their communities. Redmond staff further noted that the specific strategy in the draft Strategic Plan to "Repeal or mitigate local ordinances that criminalize people for being homeless or impose harsh penalties" will likely not be supported as written by Redmond. They suggested a revision like the following might be better received: "Engage and partner with local law enforcement to develop proactive strategies for working with homeless individuals that focus on survival and stability.

Ordinances against camping in parks, loitering on sidewalks etc. should only be adopted and enforced as a last resort." Eastside city staff has also suggested that language should be added to address how to respond to individuals living outdoors who repeatedly decline services.

SCA is soliciting potential amendments to the draft plan for discussion at the next PIC meeting; Council discussion/direction should be around support (or not) for the draft plan, and if so, are there any amendments the Council would want to submit to the PIC for consideration.

RESOURCE/FINANCIAL IMPACT

There is no direct financial impact to the City.

RECOMMENDATION

There is no staff recommendation; this item is for discussion purposes only and for Council to provide policy direction for Councilmember Roberts.

ATTACHMENTS

Attachment A - Committee to End Homelessness Draft Strategic Plan

Goal 1: Make Homelessness Rare

GOAL 1: Make Homelessness Rare

Address the causes of homelessness by ensuring accountability of cities, county, state and federal government to address community-level determinants of homelessness.

OVERVIEW

Making Homelessness Rare requires the rigorous use of data to understand, and make transparent, the causes and remedies to homelessness.

Making Homelessness Rare requires clarity on the role of partner systems in reducing homelessness, and changes needed in policy and investments to stem the flow of people who become homeless.

Making Homelessness Rare requires an unwavering commitment to work across system boundaries, and to hold ourselves and partners accountable for making lasting changes.

Iain de Jong with OrgCode published a blog in October 2014, *The Homeless Service System Was Never Intended to Solve All Housing Problems*. De Jong makes the case that the causes of homelessness are complex, and the solutions to homelessness (making it rare) must be shared. Rising poverty and unemployment, reductions in state and federal funding and the fraying of the safety net, racism and the effects of disproportionality, lack of affordable housing and criminalization of people who are homeless, all contribute to increased rates of homelessness.

The Journal of Public Affairs published *New Perspectives on Community-Level Determinants of Homelessness*, a 2012 study of predictive factors for community's rates of homelessness. (An overview of the findings is available to non-subscribers here.) Addressing these determinants, by their nature, requires commitment from cross-system partners. Findings include:

- *Housing Market Factors*: An increase in rent of $100 correlates with a 15% increase in metropolitan homelessness. Local Trend: Seattle rents fastest rising in the nation, per Seattle Times, Sept 2014.

- *Economic Conditions*: Poverty and unemployment rates are positively associated (correlate) with rates of homelessness. Local Trend: Poverty in King County on the rise per Seattle Times, May 2013.

- *Safety Net*: The extent to which social safety net programs (with specific reference to mental health funding) provide adequate assistance can impact the chances that households will experience homelessness. Local Trend: Washington State ranks 47 out of 50 in per capita access to psychiatric beds per Washington State Institute for Public Policy, 2009.

- *Transience*: While in-migration may be positively associated with strong labor markets, it may also increase the vulnerability of homelessness of those less well-suited to compete in these arenas. Local Trend: Seattle is a city of newcomers, per Seattle Times October, 2014.

All partners will be needed to these local determinants of homelessness.

OUTCOMES

- ➲ Fewer people exit institutions directly to homelessness

- ➲ No cities have policies that criminalize homelessness

- ➲ Our community creates more housing affordable to those making 30% of AMI

- ➲ More people are prevented from becoming homeless overall

STRATEGIES

1.1 Stop exiting people to homelessness from other systems, including foster care, mental health, chemical dependency, and criminal justice.

1.2 Change policies that criminalize living on the streets

1.3 Increase access to mainstream supports

1.4 Create more affordable housing

1.5 Prevent people from becoming homeless

DRAFT - Jan 2015

Goal 1: Rare

Strategy 1.1: Stop Exiting people to homelessness from other systems, including foster care, mental health, chemical dependency, and criminal justice.

Basis: Need, Data and Effectiveness

Housing problems, including homelessness, are common among individuals leaving institutions such as jails, foster care, treatment programs and hospitals. One in five people who leave prison become homeless soon thereafter, if not immediately (NAEH Re-Entry.) More than one in five youth who arrive at a youth shelter come directly from foster care. Participants tend to have limited or low incomes, and, often due to criminal or credit history, lack the ability to obtain housing through the channels that are open to other low-income people.

Addressing discharge policies that exit people into homelessness, particularly those that affect single adults would drive down homelessness in King County. Non-chronically homeless single adults comprise the great majority of people who are homeless in King County (~9,200 annually.) Research by Dennis Culhane indicates that 24.4% of single adults become homeless upon discharge from an institution, with nearly 70% of those exiting jails or treatment facilities. Halving the number of single adults discharged into homelessness by jails or treatment facilities could reduce the number of homeless single adults in King County by 800 each year. (9,200 x .25 x .70 x .50 = ~800)

A proven discharge strategy is provision of subsidized housing with associated support services. Washington State initiated the Earned Release Date (ERD), Housing Voucher Program which pays $500 per month for up to three months in rent assistance for individuals exiting corrections. A recent study conducted by Washington State University found that offenders who receive housing vouchers commit fewer and less–violent crimes than offenders who don't, and cost savings are more than double what was projected. More examples of prisoner re-entry programs are described by the NAEH .

Refugees are also at risk of homelessness upon termination of supports. Refugees resettled in the United States under the Refugee Act of are eligible for cash assistance (up to eight months through DSHS), case management (three months, provided by Voluntary Agencies, or VOLAGS) and English language training. The original duration of benefits under the Refugee Act was 36 months, which more closely matches the time-frame necessary for a majority of refugees to obtain economic self-sufficiency and social stability. As noted in a 2009 report on Refugee Resettlement in Washington, significant numbers of refugees are passing the time period for assistance without obtaining self-sufficiency.

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STOP EXITING PEOPLE TO HOMELESSNESS	LEAD PARTNERS	TIME FRAME	COST $ $ $	Effort + + +	Impact ★ ★ ★	FUNDING STATUS
1.1.A **Stop exiting people into homelessness or otherwise extend program supports**. Expand and enhance local programs, and advocate for necessary funding. Examples of 2015 efforts: Local:						Funding status for this portion (RARE) is based on CEH staff knowledge of cross-system partners
• Enhance local re-entry programs, such as King County's Criminal Justice Initiative (CJI) and Familiar Faces		2016	$	+	★ ★	Funding partially available through Communities of Opportunity.
• Enhance and expand evidence-based programs (Drug, Mental Health, Veterans Courts). Explore options to recapture a portion cost savings, to support participants' housing & re-entry supports		2015	$	+ + +	★ ★	CJI and alternative courts reliant on renewal of MIDD
• Actively support City of Seattle Office of Immigrant and Refugee Affairs five point action plan, particularly items One (Strengthen Language Access) and Two (Expand Access to ESL Programs). State:		2015	$	+ + +	★	Uncertain
• Expand state discharge programs such as the Earned Release Date (ERD) Housing Voucher Program		2016	$	+ + +	★ ★	Uncertain
• Fund Peer-to-Peer supports within Medicaid-funded substance abuse programs, emphasizing a Recovery Model to supports		2015 2015	$ $	+ + +	★ ★ ★ ★	On 2015 Legislative Priority On 2015 Legislative Priority
• Pass the Homeless Youth Act (2015)		2015	$	+		Uncertain
• Expand Foster Care to 21 (youth with documented medical needs)		2016	$	+ +	★ ★	On 2015 Legislative Priority
• End Midnight Release from jails and prisons. Federal:						Uncertain
• Extend the length of time and resettlement resources for refugees, particularly ESL learning and employment services		2017	$	+ + +	★ ★	Uncertain
• Advocate with DOL for increased funding for employment among young adults exiting from the foster care system.		2017	$	+ + +	★ ★	Uncertain
1.1.B Complete planning for **Youth at Risk of Homelessness (YARH)** planning grant, apply for funding, and implement policy recommendation.	UWKC, WACHYA	2015	$ $	+	★ ★	Partially available, cannot be achieved without new funding
1.1.C **Establish a Secure Detox Facility**. Support King County Mental Health and Substance Abuse (MHCADSD) efforts to establish a Secure Detox facility to engage individuals in recovery services.	KC MHCADSD	2015	$	+ +	★ ★	Capital funds needed
1.1.D **Provide professional development / cross-training** to partner systems. Establish role and protocol for conducting housing assessment as part of discharge policies.	CEH	2015	$	+	★ ★	Major resources needed Time and Political Will
1.1.E Influence the workplan(s) of the **Interagency Council on Homelessness** (ICH) and Washington State Department of Commerce Affordable Housing Advisory Board's (AHAB) on discharge planning, criminalization and affordable housing development.	ICH AHAB	2015	$	+ +	★ ★	Major resources needed Time and Political Will

Strategy 1.2: Change policies that criminalize living on the streets

Basis: Need, Data and Effectiveness
Policies that criminalize homelessness are costly and rarely result in housing stability or decrease in homelessness in the community. Penalizing people experiencing homelessness tends only to 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.

A 2013 report, Factors Associated with Adult Homelessness in Washington State delivered to the Bill & Melinda Gates Foundation, reflects that Individuals with a history of incarceration were 7.6 times more likely to report experiencing adult homelessness. Significant research documents that those with criminal history are also more likely to be unemployed, the second highest predictor of homelessness. Reducing criminalization, and policies that unnecessarily create a criminal history, is an important step in making homelessness rare.

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CHANGE POLICIES THAT CRIMINALIZE LIVING ON THE STREETS		LEAD PARTNERS	TIME FRAME	COST $ $ $	Effort + + +	Impact ★ ★ ★	FUNDING STATUS
1.2.A	**Repeal or mitigate local ordinances** that criminalize people for being homeless or impose harsh penalties. Examples include ordinances against Camping / Loitering / Trespassing on public property; Body odor or bathing in public places; Incurring excessive parking tickets.	TBD	2015	$ $	+ +	★ ★	Policy development. Investment within local system requires time and political will
1.2.B	**Implement key strategies** from the United States Interagency Council report on criminalization, *Searching Out Solutions: Constructive Alternatives to the Criminalization of Homelessness* particularly expansion or establishment of **alternative sentencing options**. Replicate or enhance models such as: • King County and Seattle Mental Health Courts • King County Drug Diversion and Family Treatment Court • King County and Seattle Veterans Court • King County Crisis Diversion Center,	King County and Seattle Courts	2015	$ $	+ +	★ ★	Retention of existing programs reliant on renewal of MIDD Expansion cannot be achieved without new funding.
1.2.C	Establish and advance local, state and federal agenda items to **reduce criminalization or the effects of criminalization**: Local: • Actively support the renewal of the Mental Illness Drug Dependency Sales Tax, the proceeds of which support interventions that divert people from jails, hospitals and courts and other expensive systems. State: • Ban the Box – Adopt Fair Hiring Policies to Reduce Unfair Barriers to Employment of People with Criminal Records • Establish Certificate of Restoration. Federal: • Identify criminalization regulations that impede housing options.	TBD	2015	$	+ +	★ ★ ★	Policy development. Investment within local system requires time and political will

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Goal 1: Rare

Strategy 1.3: Increase access to mainstream supports

Basis: Need, Data and Effectiveness

Beginning in 2000, the US Department of Housing and Urban Development (HUD) has targeted its McKinney-Vento Act funding more exclusively to housing-focused activities (as opposed to supportive services.) This policy decision presumed that mainstream programs such as Medicaid, TANF and General Assistance could cover the gap resulting from the change. In 2010, HUD Office of Policy Development and Research commissioned a study by national experts on Strategies for Improving Homeless People's Access to Mainstream Benefits and Services.

The study identified three groups of barriers to accessing mainstream services and three categories of mechanisms communities could use to reduce these barriers.

1. **Structural barriers** affect homeless individuals and families who face unique structural obstacles because, by definition or circumstance, they do not have the ready means of communication, transportation, regular address, and documentation that most mainstream programs require. **Smoothing mechanisms** such as street outreach, transportation, coordinated entry or co-location of services reduce structural barriers and address problems at the street level.

2. **Capacity barriers** result from the inadequacy of available resources; funding may be finite or capped. While harder to address, **Expanding mechanisms**, typically through additional resources, can increase overall capacity, and many communities found that a heightened awareness of capacity barriers, and joint messaging of the need for increased capacity, helped to expand resources at the local level.

3. **Eligibility barriers** are program rules that establish criteria and time limits for who may receive the benefit. Many eligibility restrictions are embedded in federal policy and cannot easily be influenced at the local level. **Changing mechanisms** alter eligibility but not overall capacity, while prioritization can help to target services towards those most vulnerable.

It is not surprising that people who are homeless in King County experience each of these types of barriers. Examples:

1. **Structural Barriers:**
   - King County is one of the largest counties in the nation, with 39 incorporated cities, 2,307 square miles (twice the size of Rhode Island), making coordination and transportation across the region challenging.

2. **Capacity Barriers**
   - Washington ranks 47th in the nation in psychiatric beds per capita. Source: (Washington State Institute for Public Policy, 2009)
   - Statewide, flexible non-Medicaid mental health funding from the state general fund has been reduced by $33.2 million (27%) since 2009. exacerbated by concurrent elimination of state hospital beds. Source: King County MHCADSD/Behavioral Health.

3. **Eligibility Barriers:**
   - The US Department of Veterans Affairs and King County are to be commended for allocating millions of dollars in new resources through its VASH and SSVF programs and Veterans and Human Service Levy respectively. However, receipt of these important resources can be dependent on a veteran's discharge status, length of time spent on active duty, and VA-determined disability.

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INCREASE ACCESS TO MAINSTREAM SYSTEMS		LEAD PARTNERS	TIME FRAME	COST $ $ $	Effort + + +	Impact ★ ★ ★	FUNDING STATUS
1.3.A	**Reduce Structure Barriers** Establish Memorandum of Agreement with cross-system partners*, setting goals to provide cross-training, reduce barriers, increase co-enrollment, and otherwise increase access to services across systems. See example strategies below. 　* those systems most needed / typically accessed by people who are homeless, including employment, criminal justice, healthcare/behavioral health, education	Employment Behavioral Health Criminal Justice Education DSHS, DVR, Others	2015	$	+ + +	★ ★ ★	Realignment of existing funds, prioritization for services
1.3.A (example)	Reduce Structure Barriers example: **Implement Employment-Based Strategies** • Become a part of planning for the roll out of WIOA (Workforce Innovation and Opportunity Act) at the state and local level • Establish cross-system leadership (e.g., CEH Director on WIOA Board, WDC Director on CEH Interagency Council) • Provide training and professional development to cross-system staff • Target enrollment within WIOA-funded programs cohort groups who are often disproportionality homelessness. Examples: 　o Single Adults: recently disabled 　o Families: young parents with young children, immigrants & refugees 　o YYA: recently exited foster care, couch surfing, non-engaged youth 　o Vets: non-VA eligible veterans with disabilities.	Seattle/KC WDC KC Employment Programs All King County WorkSource programs WA State DSHS and DVR	2015	$	+ + +	★ ★ ★	Realignment of existing funds, prioritization for services
1.3.B	**Increase Capacity:** Assure availability of critical services frequently needed by a homeless cohort, such as treatment on demand for individuals with acute mental health and behavioral health needs. Actively support 2015 King County MHCADSD Behavioral Health legislative priorities • Support King County efforts to open two new evaluation and treatment (E&T) facilities in 2015 for people with mental health disabilities • Restore to fiscal year 2014 levels the major cuts to state flexible non-Medicaid funding for mental health ($20.4 million statewide) and state non-Medicaid substance abuse funds ($10.8 million statewide), to avoid further degradation of the behavioral health system of care • Revise the Institutions for Mental Disease (IMD) exclusion rule to exempt acute-care stays of 30 days or less as it relates to facility-bed size. • Increase availability of medically-assisted opiate treatment services ($2M annually).	King County MHCADSD	2015	$	+ + +	★ ★	Unfunded (Mostly Medicaid funds)

Strategy 1.4: Create More Affordable Housing

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Basis: Need, Data and Effectiveness
Rising Rents
Erosion in renter incomes over the past decade 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. (Harvard Joint Center
for Housing Studies, Source: America's Rental Housing: Evolving Markets and
Needs, 2013. These trends are mirrored in the Puget Sound, as shown in the
chart to the right.

A 2012 review of multiple studies found that a median rent increase of $100
was associated with a 15% increase in homelessness among adults. Source:
Journal of Urban Affairs, New Perspectives on Community-Level
Determinants of Homelessness. An overview of the findings is available for
non-subscribers of the Journal here.

Availability of affordable housing
In January 2015, the State of Washington will release a report titled the State
of Washington Housing Needs Assessment, which will evaluate the changing
relationship between housing supply and demand across the State including King County. In particular the report will document the lack of affordable
housing for lower-income households and how lower-income renters are cost burdened. CEH will use this upcoming report to inform our affordable
housing strategies in the final strategic plan. Similarly, staff to the King County Growth Management Planning Council identified a countywide need for
affordable housing of:
- 30% and below (very low) 12% of total housing supply
- 30-50% AMI (low) 12% of total housing supply
- 50-80% of AMI (moderate) 16% of total housing supply

Loss of existing affordable housing stock
CEH will also use the upcoming State of Washington report to inform our strategies regarding the loss of existing affordable housing in King County.

Policy Changes Needed
The provision of housing affordable to very-low income households will only be fulfilled with inter-jurisdictional cooperation and public subsidies, as
noted by the multiple planning councils and initiatives identified in the strategies below.

It will be critically important to engage the federal government. As reported by the Center on Budget and Policy Priorities, federal housing spending is
poorly matched to need, and tilted toward well-off homeowners, leaving struggling low-income renters without help. In fact, renters received less than
one-fourth of federal housing supports, and only about one in four low-income families eligible for rental assistance receives it.

CREATE MORE AFFORDABLE HOUSING		LEAD PARTNERS	TIME FRAME	COST $ $ $	Effort + + +	Impact ★ ★ ★	FUNDING STATUS
1.4A	**Close the gap of XX,000 housing units in King County available to households below 30% AMI**. Advocate for aggressive affordable housing goals, creative policy and land use regulations. Identify liaisons to track, influence, support and monitor regional plans and initiatives. Examples: • King County Urban Consortium and the Consortium's Strategic Plan • Local cities' Comprehensive Plans (due summer 2015) • Seattle Mayor's Housing Affordability and Livability Agenda (due 2015) • VISION 2040, Puget Sound Regional Council's Growth Management Plan • Other as identified.	King County Consortium City Councils KC DCHS Seattle OH ARCH, PSRC, Others	2015	$ $ $	+ + +	★ ★ ★	New Resources needed to expand rate of development
1.4.B	Each year, **establish and advance a federal, state and local agenda** aimed at increasing affordable housing. Example of opportunities: Local • Seattle Linkage Feeds, Seattle Housing Levy • Incentive Zoning in Suburban Cities • Seattle and King County each have reports due in 2015 to their respective Council on Housing Affordability State: • Fund the Washington State Housing Trust Fund • Preserve and Strengthen the Housing and Essential Needs (HEN) Program • Make Housing Bonds Effective Now • Influence the state-level roll-out of the National Housing Trust Federal: • NAEH states that changes in federal policy and funding are needed to end homelessness, including provision of 37,000 PSH vouchers to end homelessness among chronically homeless single adults by 2016.	City and County Councils WA State Legislature, Commerce Federal Gov't: HUD, VA, HHS Others	2015 and beyond	$ $ $	+ + +	★ ★ ★	New Resources needed to expand rate of development
1.4.C	**Sustain ___ units of affordable housing**, whose affordability is set to expire by 2017. (State Needs Assessment report to be complete Jan 2015, from which we can determine King County numbers.)	TBD For profit and non-profit developers	2015	$ $ $	+ + +	★ ★ ★	New Resources Needed
1.4.D	**Increase access among vulnerable populations to existing affordable housing projects**. Secure agreements for access within publicly funded affordable housing and market rate housing to households placed through Landlord Liaison Program (LLP), or otherwise reduce screening criteria to remove all but regulatory -required screening criteria.	TBD For profit and non-profit developers	2015	$	+ + +	★ ★ ★	New Resources needed to expand development

Strategy 1.5: Prevent people from becoming homeless

Basis: Need, Data and Effectiveness
Homelessness prevention strategies such as financial or legal assistance, housing stabilization or other interventions can help households resolve a housing crisis that would otherwise lead to homelessness. The USICH reports that innovative practices are emerging that target and coordinate stabilization and prevention supports towards those most likely to become homeless without assistance. Examples include:

- Providing diversion assistance to households seeking shelter. Some communities have found they can help many households who would otherwise enter shelter maintain their current housing situation or, when that is not possible, quickly relocate to an alternate housing option.
- Using shelter data to match prevention targeting to the profiles of people who are actually experiencing homelessness. Communities have analyzed HMIS data and adjusted prevention program targeting criteria to mirror the profile of shelter residents.
  - Philadelphia - Researchers learned that families living in certain neighborhoods were at much higher risk of entering homeless shelters, and used this data to target outreach and assistance strategies to reach households living in these neighborhoods.
  - Alameda County (CA) targeted resources to those who 'look like' a typical shelter resident – those staying with friends and family, staying in hotels and motels, receiving TANF, or losing their housing subsidies, or people with other risk factors in addition to rent arrears.
- Discharge planning: Many communities work with hospitals, treatment facilities, foster care, VA Medical Centers, jails, and prisons to connect people exiting institutions are at high risk of homelessness with housing stabilization services. (See CEH Strategic Plan 2.0, Strategy 1.1)

Based on a critical review of local combined with national research, King County should target prevention resources based on the following:

Assure an active focus on disproportionality
- People of color make up 31% of King County general population, while comprising 64% of people who are homeless. (Source: 2010 US Census, and Seattle/King County One Night Count)
- Target Young Adult services to LGBTQ and Youth of Color acknowledging that ~40% homeless youth in identify as LGBTQ. Source: YYA Comprehensive Plan, 2013)

Strategically time and/or locate interventions
- Most youth who run away from home return home relatively quickly. Prevention supports that connect a young adult to friends, family or other stable situation can make that return safe and sustainable. (Source: YYA Comprehensive Plan, 2013)
- The Health and Human Services Transformation Initiative includes place-based strategies, located in Communities of Opportunity, neighborhoods in King County that rank lowest on an index of the social determinants of health (including housing), where targeted investments will have the greatest impact.

Target services towards those that mirror a shelter population
- Risk factors for homelessness among veterans is associated with vets who are younger, enlisted with lower pay grades, diagnosed with mental illness, TBI, MST or other disability. Source: Homeless Incidence and Risk Factors for Becoming Homeless in Veterans, May 2012

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PREVENT PEOPLE FROM BECOMING HOMELESS		LEAD PARTNERS	TIME FRAME	COST $ $ $	Effort + + +	Impact ★ ★ ★	FUNDING STATUS
1.5.A	**Support investment of local resources in communities where the need and opportunity for gain is greatest**, working with the Health and Human Services Transformation Initiative, Communities of Opportunity.	King County Communities of Opportunity	2015	$ $ $	+ +	★ ★	Unfunded Best Starts for Kids Levy on the ballot 2015
1.5.B	Direct each CEH initiative to research (as necessary) and **integrate prevention strategies**, recognizing that strategies can be highly dependent on client typology. Strategies must: • Have an explicit focus on addressing disproportionality. • Be based on data and emerging research specific to the variances of each population and initiative • Incorporate rigorous data and analysis as part of implementation to test and refine targeting efforts.	• YYA Initiative • FHI Initiative • SA AG • KC RVI	2016	$	+ +	★ ★	Realignment of existing funds, prioritization for services
1.5.C	Actively share identified prevention strategies with regional partners to influence and **target prevention and stabilization efforts towards those most likely to become homeless**.	CEH Data & Evaluation Advisory Group Suburban Cities	2016	$	+ +	★ ★	Realignment of existing funds, prioritization for services

Goal 2: Make Homelessness Brief and One-Time

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.

OVERVIEW

Making Homelessness Brief requires ensuring that for those who do become homeless it is a brief episode. 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. In 2013, households spent an average of 141 days in our crisis response system, far above CEH's goal of 20 days. For this reason we must realign housing and services to prioritize connecting people with housing as rapidly as possible.

Making Homelessness One-Time requires ensuring that homelessness is a one-time occurrence, and those we support to move to permanent housing do not become homeless again and return to our crisis response system. Currently 85 percent do not return to homelessness within two years, while 15 percent return to homeless. CEH's goal is that only 5 percent return to homelessness.

A well-functioning 'system' is essential to making homelessness a brief and one-time occurrence. King County needs a clear, consistent, and targeted approach that quickly and compassionately assesses household's needs and provides tailored resources to people experiencing a housing crisis.

Through research and experience we now know which intervention types are needed in our continuum to address homelessness. Our understanding of the needs and strengths of people experiencing homelessness, combined with our understanding of the housing and services that work, must now be applied to realign our housing and services into an effective system. This requires the entire funder and provider community to embrace an approach that focuses on safety, matching, immediate placement into permanent housing, and supporting stability.

OUTCOMES

- ⮞ People experiencing homelessness get the right service strategy with the right intensity of services
- ⮞ More people are served by existing programs
- ⮞ People are homeless for shorter periods of time
- ⮞ Housing measures are improved (obtain/maintain permanent housing)

STRATEGIES

Work with all CEH partners (funders and providers) to:

2.1   Address crisis as quickly as possible.

2.2   Assess, prioritize and match with housing and supports

2.3   Realign housing and supports to meet needs of people experiencing homelessness in our community

2.4   Create employment and education opportunities to support stability

Goal 2: Brief and One-Time

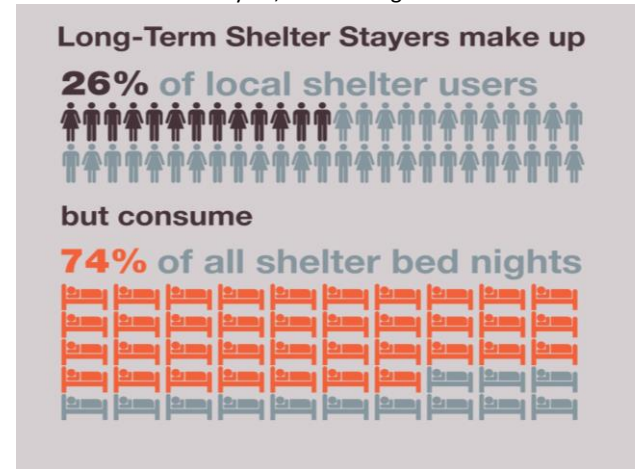### Strategy 2.1: Address crisis as quickly as possible

Basis: Need, Data and Effectiveness

In a well-functioning crisis response system, we would not expect to be able to prevent all crises that lead to homelessness - there will always be a need to provide short-term support to people experiencing crisis and living unsheltered in our community. People need a safe and secure place to stay during their crisis so they can focus on the pressing need at hand: locating permanent housing.

Traditionally emergency shelter, as well as non-traditional interim survival mechanisms such as car camping and tent encampments, has played an important role in our community. However despite our current capacity of over 2,000 shelter beds and the high level of funding towards these interventions, it's not enough.

We expect to see increased performance through the realignment of our homelessness response system through efficiencies that move people out of homelessness as quickly as possible. In the short-term, however, we simply need more options for those who are living on the streets. Interim survival mechanisms (such as legal encampments and car camping) provide an option for some, and should be linked to service provision focused on moving people quickly into shelter or long-term housing.

A strategy we have employed to make the experience of homelessness brief in King County is prioritizing those that had been "stuck" in shelter the longest for permanent housing placement. Mostly men with a median age of 56, "Long-Term Shelter Stayers" used a majority of our emergency system's capacity while only making up about a quarter of the total shelter population. Now we are moving these "Long-Term Shelter Stayers" to permanent housing, while freeing up capacity in our shelters for others. In 2013, 85 people who were staying 180 days or more in shelter the year before moved to permanent housing. This frees up at least 15,300 "bed nights" for new shelter users.

Long-Term Shelter Stayers make up **26%** of local shelter users but consume **74%** of all shelter bed nights

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STOP EXITING PEOPLE TO HOMELESSNESS		LEAD PARTNERS	TIME FRAME	COST $ $ $	Effort + + +	Impact ★ ★ ★	FUNDING STATUS
2.1.A	**Ensure shelter capacity** to meet the needs of the community, including the preservation of existing shelter and increasing capacity to meet specific needs by population and region.		2015	$ $	+	★	Partially available, cannot be achieved without new revenue
2.1.B	**Support non-traditional shelter models** that create pathways to housing, including interim survival mechanisms and community-based strategies such as host homes.		Ongoing	$	+	★	Available/Existing funding & partnerships with faith community
2.1.C	**Create a flexible financial assistance** fund for outreach and shelter staff that can be used to emphasize a creative "what will it take" approach to get people on a pathway into housing.		2016	$	+	★ ★	Sources of revenue not identified
2.1.D	**Support long-term shelter stayers** to move to more stable housing through access to permanent housing with supports to transition into housing and onto mainstream services.		Ongoing	$	+	★ ★	Utilize existing stock as possible. Resources may be needed for private market subsidies and transition services
2.1.E	**Increase support and public education for crisis response needs**, including interim survival mechanisms to create pathways to housing that bring people out of the elements.		2016	$	+	★ ★	Could be accomplished with little new cost

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Goal 2: Brief and One-Time

Strategy 2.2: Assess, prioritize and match with housing and supports

Basis: Need, Data and Effectiveness

If a person does become homeless, we must work to make their experience brief. Entering the crisis response system is traumatic for families, and costly for the overall system. For this reason, we are adapting services to prioritize connecting people with housing quickly.

Realigning our homeless assistance services into an effective crisis response system requires a network of providers who have embraced the approach that focuses on immediate placement into permanent housing. USICH provides the following framework to shift from a program-centered to a client-centered system. The three "A's": 1) Access; 2) Assessment; and 3) Assignment of Intervention.

1 in 3 families will be able to avoid a shelter stay entirely each year through Family Housing Connection

- **Accesses to a Community-Wide Response System** When a housing crisis occurs, how do people access help? Can assistance be provided to avert (or minimize) trauma associated with housing loss? Locally we have developed coordinated entry/engagement systems for families and youth/young adults, we are continuing to refine those models and implement new ones for single adults.
- **Assessment** Exactly how much help each household actually requires can be difficult to determine. While the process may be a bit different for highly vulnerable unsheltered individuals than it is for families and unaccompanied youth experiencing homelessness, effective communities still use a common tool to assess needs and prioritize placement into housing often in the form of a vulnerability index or other prioritization tool.
- **Assignment of Intervention** While much of the new approach is focused on permanent housing, interventions may vary, and the goal remains to provide the least expensive intervention that solves homelessness for each household. Some households may need only a short-term intervention (using the rapid re-housing model, or a lighter-touch diversion intervention), while others may require an ongoing subsidy to remain stably housed (coordinated through local housing authorities or affordable housing partners). Still others will need an ongoing subsidy with wraparound services in permanent supportive housing. Services are associated with each type of intervention, but the level and duration will vary for each household.

One way we have begun testing this new "least expensive" approach is through a shelter diversion project for families. By diverting entry to shelter, we increase the availability of shelter and housing for those who are most vulnerable. This model works for those who can find an alternative option with minimal support, short-term assistance is offered, such as conflict resolution with landlords, shared housing options, and financial assistance. In the first

Re-unification

4 in 10 homeless youth/young adults reported having stayed with their parents or other relatives at some point during the previous 3 months

2014 Count Us In data

nine months of the Family Shelter Diversion Project 33% of families were successfully diverting from shelter or were still in progress of exploring options outside of shelter.

This approach is also being adapted locally to serve specialized populations. LifeWire's Housing Stability Program tested the approach that some survivors of domestic violence could avoid homelessness and shelter stays with assistance to stay in their existing housing or find new housing. During the first year, their shelter turn-away rate dropped from 1:30 to 1:8, 50% were able to stay in their own housing and 31% successfully moved into long-term housing without having to go to shelter. Youth and young adults often return home to parents or relatives quickly. New and ongoing programs are providing in-home support to families and youths to prevent or quickly end their episode of homelessness.

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ASSESS, PRIORITIZE AND MATCH WITH HOUSING AND SUPPORTS		LEAD PARTNERS	TIME FRAME	COST $ $ $	EFFORT + + +	IMPACT ★ ★ ★	FUNDING STATUS
2.2.A	**Ensure there is a coordinated assessment system which can assist in appropriately identifying and prioritizing candidates for the right housing intervention.** Access to housing should be consolidated, while access points and approaches may vary by subpopulation. The system shall by client focused and shall: (i) be easily accessible, (ii) utilize a standardized assessment tool, (iii) include community supported prioritization of the most vulnerable, and (iv) allow for re-assessment and movement within the system to accommodate changing needs.		2015	$$	++	★★	Partially available, cannot be achieved without new funding
2.2.B	Determine best practices in **providing housing focused case management** services during the interim period between assessment and housing placement, including the opportunity to provide **diversion type services** and connections for homeless youth and young adults with family where safe and appropriate.		2016	$	+	★	Partially available, cannot be achieved without new funding
2.2.C	**Adopt Housing First practices** (admission criteria doesn't exclude based on income, disability, treatment compliance, criminal histories, etc.) while ensuring capacity to provide adequate level and type of services to the target population.		2015	$	++	★★	Changes in policy could be accomplished with little new cost; reallocating existing resources

Goal 2: Brief and One-Time

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Strategy 2.3: Realign housing and supports to meet needs of people experiencing homelessness in our community
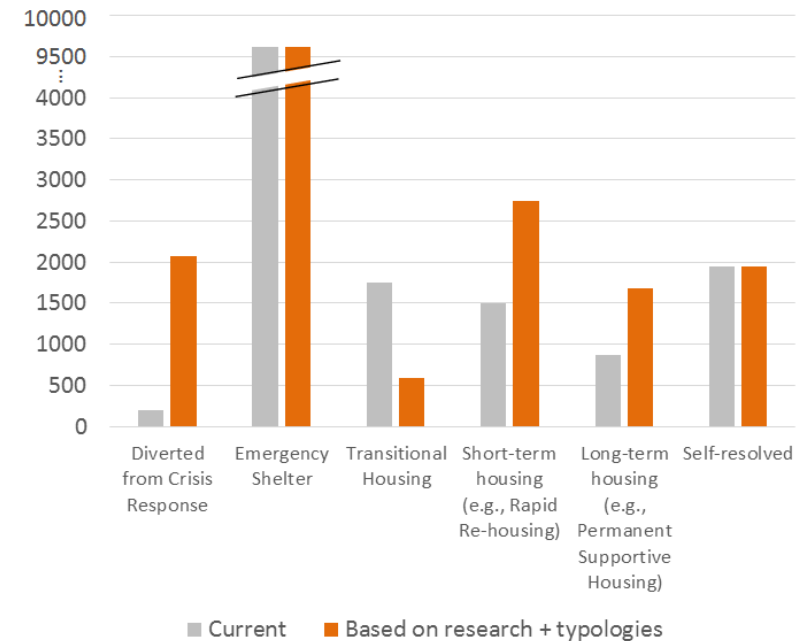
Basis: Need, Data and Effectiveness

We have learned a great deal about what programs work best for each of the homeless populations (typology). We now need to take a system level approach to realign our resources to create the right mix to meet the needs of families and individuals, move them into permanent housing faster, and connect them to community supports to maintain housing stability. Perhaps the most significant systems shift will be retooling the existing homeless system to one that provides an array of homeless interventions that best match the needs of people experiencing homelessness. This will result in freeing up more intensive (and expensive) interventions for individuals that need them, while also allowing us to serve many times more people, more quickly.

The potential is great. Based on national data and typical costs, there is the potential to successfully rehouse up to five times as many people with a rapid re-housing type approach compared to transitional housing, with equal or better housing retention outcomes. For example, one study in Georgia (Georgia State Housing Trust Fund, 2013) indicates families are less likely to return to homelessness if they receive rapid re-housing assistance than if they stay in transitional housing.

Our family initiative has already begun a system realignment process and the youth / young adult system is developing the framework to scope the ideal housing continuum for young people.
Having the right mix of housing and services is the first step, a well-functioning system also requires:
- A housing pathway is offered as quickly as possible for individuals and families experiencing homelessness
  - Rapid re-housing resources
  - Permanent Support Housing available for those that need it
- Supportive services and connections to the community-based supports people need to keep their housing and avoid returning to homelessness
  - Services should be client-centered and focus on promoting housing stability (intensity and duration of services are tailored to the individual)
  - Ensuring equitable access and outcomes for those vulnerable individuals and families that are disproportionately impacted by homelessness by offering services which are culturally appropriate, tailored and responsive to their needs. For example, the Youth and Young Adult system is currently building a framework to address the needs of disproportionality of youth of color and youth that identify as LGBTQ
- Increased affordable housing opportunities
  - Landlord engagement in the private market
  - Access to subsidized public housing and nonprofit housing that is not set-aside for homeless
  - Creative alternative (less expensive) housing options such as shared housing, boarding houses, host homes, traditional SROs, etc.

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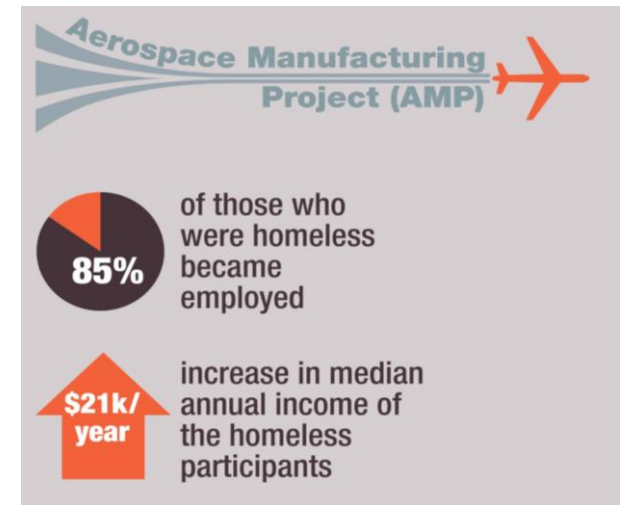| REALIGN HOUSING AND SUPPORTS TO MEET NEEDS OF PEOPLE EXPERIENCING HOMELESSNESS IN OUR COMMUNITY		LEAD PARTNERS	TIME FRAME	COST $ $ $	EFFORT + + +	IMPACT ★ ★ ★	FUNDING STATUS
2.3.A	**Realign homeless housing stock and services** based on typology and needs throughout the system; funders in partnership with providers to determine (i) if we have the right mix of housing and services and identify need for new/expanded efforts.		2015-2016	$	++	★ ★ ★	Reallocate existing resources
2.3.B	**Increase rapid re-housing** opportunities to enable households to locate housing and exit homelessness quickly. Utilize data and best practices to refine existing models and define the model for young adults.		2015-2016	$	+	★ ★	Available via reallocation of existing resources or by obtaining new funding
2.3.C	Continue **One Home campaign**, a coordinated, countywide, landlord outreach strategy to recruit new rental partners.		Ongoing	$	+	★ ★	Little or no ongoing funding needed besides support from partners
2.3.D	Provide/secure training and technical assistance to build the capacity of providers to **implement tailored services and Housing First practices that are flexible and responsive** to the needs and priorities of the families and individuals. Develop mobile **services models not attached to specific housing units/projects** to ensure housing stability (e.g. aftercare models, peer support, etc.)		2016	$	++	★ ★	Leverage existing funding for training; reallocate existing resources for services
2.3.E	Expand capacity building efforts to **ensure culturally appropriate and responsive services.**		2015	$	++	★ ★	Sources of revenue not identified
2.3.F	**Create a Move-Up strategy** that assists people who have achieved stability in PSH -who no longer need or desire to live there- to move into affordable housing to free up units for other highly vulnerable individuals that need it.		2015	$	++	★ ★	Partially available, cannot be achieved without new funding; leverage unit/vouchers through turnover
2.3.G	**Retain existing Permanent Supportive Housing** and prioritize admission to chronically homeless persons ahead of other populations. Identify appropriate and sufficient services resources to ensure housing stability in PSH (e.g. Medicaid).		Ongoing	$$	+++	★ ★	Partially available, cannot be achieved without new funding (Medicaid, etc.)
2.3.H	**Expand access to low income multi-family housing** by decreasing tenant screening barriers and implementing homeless preferences in low income multi-family housing.		2015	$	+	★ ★	Changes in policy could be accomplished with little new cost incurred
2.3.I	**Explore alternative housing models** that are less expensive permanent housing options, such as shared housing, host homes, boarding houses, and SROs.		2016	$$	+	★ ★	Partially available, cannot be achieved without new funding

Strategy 2.4: Create employment and education opportunities to support stability

Basis: Need, Data and Effectiveness

Creating employment and education opportunities is an obvious approach to stabilizing people in housing and ensures that they do not return to our homeless system. Unemployment, underemployment, and low wages relative to rent burden put millions of families at risk of homelessness nationally and are frequent causes of homelessness. For many individuals experiencing homelessness, finding living wage employment is an essential part of moving on from homelessness –and usually is one of the biggest challenges.

Many individuals experiencing homelessness face obstacles to finding and maintaining employment. As a result, connecting people with job training and placement programs is critical to ensuring they have the tools they need for long-term stability and success. Further, added coordination and access to work supports like childcare subsidies and transportation assistance can help increase the likelihood that individuals will be able to retain employment.

Through employment programs, people who are or have been homeless can access job-training programs that increase their individual skill set and enhance their ability to find gainful employment. For example eighty-seven percent of the homeless individuals served by King County Community Employment Services found employment, with 70% earning enough to be self-sufficient.

Aerospace Manufacturing Project (AMP)

85% of those who were homeless became employed

$21k/year increase in median annual income of the homeless participants

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Goal 2: Brief and One-Time

STOP EXITING PEOPLE TO HOMELESSNESS		LEAD PARTNERS	TIME FRAME	COST $ $ $	Effort + + +	Impact ★ ★ ★	FUNDING STATUS
2.4.A	**Expand the Employment Navigator** role to scale and increase capacity to build stronger employer relationships.		2015	$$	+	★ ★	Partially available, cannot be achieved without new revenue/leveraging resources
2.4.B	**Integrate financial empowerment strategies** into housing services to improve financial stability (e.g. money-management advice and coaching).		2016	$	+	★	Available
2.4.C	**Develop internship/employment programs** that are specifically designed to connect YYA to identified living-wage employment.		2016	$$	+	★ ★	Sources of revenue not identified' leverage mainstream services
2.4.D	**Convene employment and educational organizations** with the intent to (i) create a more coordinated system across the region for all populations and (ii) structure programs to meet the needs of individuals experiencing homelessness.		2015	$	+ +	★ ★	Can be accomplished with little new cost incurred
2.4.E	**Collaborate with homeless liaisons in Public Schools** to provide resource's needed for homeless youth to access schools and other educational facilities in an immediate and uncomplicated manner.		2015	$	+	★	Can be accomplished with little new cost incurred
2.4.F	**Improve data collection** on the employment needs and outcomes of people experiencing homelessness.		2015	$	+	★ ★	Can be accomplished with little new cost incurred

Goal 3:   A Community to End Homelessness

GOAL 3: A Community to End Homelessness

Solving homelessness will take more than a Committee, it will take the entire Community to End Homelessness and provide a home for all.

OVERVIEW

The 2005-2015 Ten-Year Plan brought together key leaders from multiple sectors to build political and public will to end homelessness in King County. This strong level of public and private engagement led to successes such as the Campaign to End Chronic Homelessness, through which partners developed nearly 2,400 new units of housing for chronically homeless individuals, by funding in a coordinated way to maximize our results. We have also successfully aligned funding to support strategies for addressing youth and family homelessness.

The governance and decision-making of the Committee to End Homelessness has become overly complicated and diffuse. For example, the Governing Board has authority to set strategic direction, yet does not as a body have the authority to increase revenue, change policy, or make funding decisions. The Interagency Council has the authority to recommend policy and investment priorities. The Funders Group are not aligning funding as seamlessly as envisioned, as they must balance the recommendations of the Interagency Council with their trustees or elected officials. The Consumer Advisory Council plays an important role in providing input, and is represented on the Governing Board and Interagency Council, and is a strength of the current governance structure.

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. Formal agreements must be established among funders and providers to clarify roles and accountability for community-level, not funding stream or program-level, results. Elected officials must be presented with clear policy recommendations and investment opportunities that lead to regional, community-level results. Business and faith leaders should be presented with concrete opportunities to provide resources, financial and in-kind, to support the plan's goals. Awareness and engagement of residents of King County, including those housed and those experiencing homelessness, is a huge potential resource that efforts such as Facing Homelessness are only beginning to explore.

Staffing for CEH is necessary to provide support the success of the plan. Clear roles for CEH staff and partners must be developed and formalized.

OUTCOMES

➲ Goals 1 and 2 are achieved

➲ Accountability across sectors

STRATEGIES

Work with all CEH partners (funders and providers) to:

3.1 Establish effective decision-making body and formal agreements to guide collective action among all partners

3.2 Formalize roles for business leaders and faith community leaders

3.3 Strengthen engagement of King County residents, including those housed and those experiencing homelessness

3.4 Solidify and sustain infrastructure to operate system, including advocacy, data analysis, capacity building, planning and coordination

ESTABLISH EFFECTIVE DECISION-MAKING BODY AND FORMAL AGREEMENTS TO GUIDE COLLECTION ACTION AMONG ALL PARTNERS		LEAD PARTNERS	TIME FRAME	COST $ $ $	EFFORT + + +	IMPACT ★ ★ ★	FUNDING STATUS
3.1.A	**Establish a single, consolidated, inclusive leadership committee**, with strong working Executive Committee, to replace existing diffuse decision-making structure (consolidation of existing Governing Board, Interagency Council, and Funders Group).		2015		+ + +	★ ★ ★	
3.1.B	**Establish MOUs** among local governments, philanthropy and funders to align funding and commit to community-level outcomes.		2015		+ + +	★ ★ ★	
FORMALIZE ROLES FOR BUSINESS LEADERS AND FAITH COMMUNITY LEADERS		LEAD PARTNERS	TIME FRAME	COST $ $ $	EFFORT + + +	IMPACT ★ ★ ★	FUNDING STATUS
3.2.A	**Create a business leaders task force**, such as the Home for Good model in Los Angeles, to support the State and Federal advocacy activities and to support implantation of the plan with resources.		2015		+ + +	★ ★ ★	
3.2.B	**Expand existing successful initiatives that engage faith institutions** and individual congregants, particularly around advocacy, recruitment of landlords, and provision of day centers, meals and shelter space.	One or more faith coalitions	2015	$ $	+ + +	★ ★ ★	
STRENGTHEN ENGAGEMENT OF KING COUNTY RESIDENTS, INCLUDING THOSE HOUSED AND THOSE EXPERIENCING HOMELESSNESS		LEAD PARTNERS	TIME FRAME	COST $ $ $	EFFORT + + +	IMPACT ★ ★ ★	FUNDING STATUS
3.3.A	**Launch a community-wide public awareness and engagement campaign** to support goals of plan, focusing on humanizing people experiencing homelessness and finding ways for all residents to engage in the solution.		2015	S S	+ +	★ ★	
SOLIDIFY AND SUSTAIN INFRASTRUCTURE		LEAD PARTNERS	TIME FRAME	COST $ $ $	EFFORT + + +	IMPACT ★ ★ ★	FUNDING STATUS
3.4.A	**Release an annual consolidated funding round** for homeless services and housing, aligned towards outcomes of this plan, including local, state, and Federal funding.	[at a minimum] King County, City of Seattle, and United Way	2016		+ + +	★ ★ ★	
3.4.B	**Unify funding for Continuum of Care** in a single entity (apply to HUD to be a "unified funding agency".	King County, City of Seattle, or CEH itself	2016	$	+ +	★ ★	
3.4.C	I**ncrease and consolidate infrastructure for staffing** of key functions, including HMIS, data analysis, funding applications, advocacy, capacity building, and planning and coordination; **OR** **Create matrixed management system for staffing of key functions**, including HMIS, data analysis, funding applications, advocacy, capacity building, and planning and coordination.	One of the funding partners	2015	$ $	+ +	★ ★	
3.4.D	**Increase funding for or leverage existing advocacy staffing** functions (this must occur outside of local government).	philanthropic, business, faith or nonprofit partners	2015	$ $	+ +	★ ★	
3.4.E	**Consolidate coordinate entry oversight**.	One of the funding partners	2015	$	+ +	★ ★	