



SEATTLE CITY COUNCIL

Housing and Human Services Committee

Agenda - Revised

Wednesday, May 8, 2024

9:30 AM

Council Chamber, City Hall
600 4th Avenue
Seattle, WA 98104

Cathy Moore, Chair
Tammy J. Morales, Vice-Chair
Sara Nelson, Member
Rob Saka, Member
Tanya Woo, Member

Chair Info: 206-684-8805; Cathy.Moore@seattle.gov

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SEATTLE CITY COUNCIL
Housing and Human Services Committee
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May 8, 2024 - 9:30 AM

Meeting Location:

Council Chamber, City Hall , 600 4th Avenue , Seattle, WA 98104

Committee Website:

<https://seattle.gov/council/committees/housing-and-human-services-x154115>

This meeting also constitutes a meeting of the City Council, provided that the meeting shall be conducted as a committee meeting under the Council Rules and Procedures, and Council action shall be limited to committee business.

Members of the public may register for remote or in-person Public Comment to address the Council. Details on how to provide Public Comment are listed below:

Remote Public Comment - Register online to speak during the Public Comment period at the meeting at

<https://www.seattle.gov/council/committees/public-comment>

Online registration to speak will begin one hour before the meeting start time, and registration will end at the conclusion of the Public Comment period during the meeting. Speakers must be registered in order to be recognized by the Chair.

In-Person Public Comment - Register to speak on the Public Comment sign-up sheet located inside Council Chambers at least 15 minutes prior to the meeting start time. Registration will end at the conclusion of the Public Comment period during the meeting. Speakers must be registered in order to be recognized by the Chair.

Pursuant to Council Rule VI.C.10, members of the public providing public comment in Chambers will be broadcast via Seattle Channel.

Submit written comments to Councilmembers at Council@seattle.gov.

Please Note: Times listed are estimated

A. Call To Order

B. Approval of the Agenda

C. Public Comment

D. Items of Business

1. [Appt 02853](#) **Appointment of Joel L. Domingo as member, Seattle-King County Advisory Council on Aging and Disability Services, for a term to December 31, 2025.**

Attachments: [Appointment Packet](#)

Briefing, Discussion, and Possible Vote (5 minutes)

Presenter: Mary Mitchell, Human Services Department

2. [Appt 02854](#) **Appointment of Patricia P. Schnepf as member, Seattle-King County Advisory Council on Aging and Disability Services, for a term to December 31, 2025.**

Attachments: [Appointment Packet](#)

Briefing, Discussion, and Possible Vote (5 minutes)

Presenter: Mary Mitchell, Human Services Department

3. [Appt 02855](#) **Appointment of Dolores Wiens as member, Seattle-King County Advisory Council on Aging and Disability Services, for a term to December 31, 2025.**

Attachments: [Appointment Packet](#)

Briefing, Discussion, and Possible Vote (5 minutes)

Presenter: Mary Mitchell, Human Services Department

4. [Appt 02857](#) **Reappointment of Steven Pray as member, Seattle LGBTQ Commission, for a term to October 31, 2025.**

Supporting Documents: [Appointment Packet](#)

Briefing, Discussion, and Possible Vote (5 minutes)

Presenter: Janet Stafford, Office for Civil Rights

5. **Pathways to Housing Security**

Supporting Documents: [Presentation](#)
[Executive Summary](#)

Briefing and Discussion (40 minutes)

Presenters: Phyllis Shulman, Associate Director, Molly Stenovec, Jed Chalupa, and Bridget Kelly, William D. Ruckelshaus Center

E. Adjournment



Legislation Text

File #: Appt 02853, **Version:** 1

Appointment of Joel L. Domingo as member, Seattle-King County Advisory Council on Aging and Disability Services, for a term to December 31, 2025.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: <i>Dr. Joel L. Domingo</i>		
Board/Commission Name: <i>Seattle-King County Advisory Council on Aging and Disability Services</i>		Position Title: <i>Member</i>
<input checked="" type="checkbox"/> Appointment	City Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Appointing Authority: <input type="checkbox"/> City Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Mayor</i>	Term of Position: * <i>1/1/2023</i> to <i>12/31/2025</i> <input type="checkbox"/> <i>Serving remaining term of a vacant position</i>	
Residential Neighborhood: <i>Wedgwood</i>	Zip Code: <i>98115</i>	Contact Phone No.: [REDACTED]
Background: <i>As someone who has been both a longtime caretaker of an aging mother and an adult daughter with a neurodevelopmental disability, Joel has seen firsthand the need to advocate for them for even the most basic of needs including food, health, housing, and transportation needs. Additionally, learning to navigate the many social support systems that are available to them has been an ongoing journey of learning, which has been enjoyable. However, Joel has come to realize the tremendous opportunity to help ameliorate some of the unexpected service gaps in these various social systems that they are a part of, and as such, he hopes that his experience can help inform decision makers and improve processes.</i>		
Authorizing Signature (original signature):  Date Signed (appointed): <i>2/23/2024</i>	Appointing Signatory: <i>Bruce A. Harrell</i> <i>Mayor of Seattle</i>	

*Term begin and end date is fixed and tied to the position and not the appointment date.



SUMMARY

A community and educational leader with proven experience in community collaboration, research, teaching and learning, policy and advocacy, program evaluation and strategy, disability issues, and civic engagement.

ACADEMIC BACKGROUND

- Ed.D. 2011. Educational Leadership, Argosy University, Seattle, Washington
Areas of Research: Leadership & Administration, Community Partnerships, Policy & Governance, Qualitative Research
- M.A. 1995. Theology, Fuller Theological Seminary, Pasadena, California
Areas of Focus: Systematic Theology and Ecclesiastical History
- B.A. 1991. Psychology, University of Washington, Seattle, Washington

RESEARCH INTERESTS & COMPETENCIES

Leadership development	Nonprofit leadership	Community partnerships
Research and evaluation	Community engagement	Program design & assessment
Leadership development	Disability issues	Social Justice and Advocacy
Policy & Advocacy	Social transformation	Equity & Diversity

ACADEMIC EXPERIENCE (TEACHING AND ADMINISTRATION)

DIRECTOR OF RESEARCH / ASSOCIATE PROFESSOR 2020 – current
City University of Seattle Research Institute

- Develop and lead the university’s overall research agenda, policies, and research procedures.
- Develop, administer, and oversee sponsored projects activity across the institution and satellite locations, including pre-and post-award processes.
- Lead faculty research efforts and administer funding requests for university research projects.
- Initiate dissemination of scholarship by creating a peer-reviewed multi-disciplinary academic publication, the *Journal of Multidisciplinary Research and Scholarship* (Lead Editor).
- Oversee student research and dissertation process.
- Lead effort to develop and implement a institutional faculty management system.

ACADEMIC PROGRAM DIRECTOR/ASSOCIATE PROFESSOR 2017 – 2020
City University of Seattle
School of Applied Leadership (Ed.D. in Leadership program)

- Develop and teach doctoral and master’s level classes in the School of Applied Leadership. Led and managed continuing growth of the doctoral program.
- Responsible for leadership of all aspects of the doctoral program, including instructional quality and research, student success, dissertation processes, faculty hiring, fiscal sustainability, and assessment and evaluation.
- Develop and lead several external outreach efforts across the institution, including external education leadership development initiative (Sabey Leadership Institute)
- Collaborate across several university departments locally and nationally to drive student success and instructional excellence.

ASSOCIATE PROGRAM DIRECTOR/ASSOCIATE PROFESSOR 2015 – 2017

City University of Seattle

School of Applied Leadership (Higher Education, Nonprofit, and Specialized Study Concentration)

- Develop and teach doctoral and master’s level classes.
- Chair and committee work on student dissertations.
- Assess & review program quality and program currency.
- Orientation and training of new faculty in the program area.
- Curriculum development and review.
- Outreach and external relations for the doctoral program.
- Participation in Faculty Standards and Development and Academic Technology Committees.

ASSOCIATE FACULTY 2014 – 2015

City University of Seattle

School of Applied Leadership

- Teach doctoral and master’s level classes.
- Designed graduate-level nonprofit leadership concentration.

ADJUNCT PROFESSOR 2012 – current

Northwest University

College of Education

College of Adult & Professional Studies

- Teach master’s-level and undergraduate-level coursework.
- Designed and developed coursework & faculty guides for instruction and assessment.

ADJUNCT FACULTY 2011 – 2014

Argosy University

College of Education / College of Arts & Sciences

- Graduate level teaching (College of Education) & Undergraduate teaching (College of Arts & Sciences).
- Reviewer: Argosy University Doctoral Comprehensive Examination.

RELATED EXPERIENCE

LEND FELLOWSHIP 2014 – 2015

University of Washington

Center on Human Development & Disability (CHDD)

- Fellowship at an academic medical center exploring the impact of disability on families.

- Collaborated with the medical diagnostic/assessment teams on patient care.
- Service to clinical operations and fellowship training teams.

EDUCATIONAL CONSULTANT 2013 – 2014

- Research & evaluation for the Washington Family & Community Engagement Trust.
- Designed and developed curriculum and program evaluation for statewide parent/family advocacy training project with the Washington State Governor’s Office and local community-based organizations.
- Lead presenter to local K-12 school districts’ professional development training.
- Strategic planning and program design with K-12 school and community leaders.

EDUCATION ADVOCACY PROGRAM MANAGER 2011 – 2013

Washington State Governor’s Office (Office of the Education Ombuds)

- Program, grant, curriculum development, educational research, and assessment for statewide advocacy and policy training initiatives serving families, education, and community leaders.
- Responsible for overseeing and implementing several grant programs around addressing achievement gaps through school-family partnerships.
- Conducted education and policy research, and government relations.
- Developed online learning platforms for several educational initiatives.
- Provided technical assistance to CBOs, school districts & related organizations, several state agencies (OSPI, ESD), and other local and national constituencies.

ASSISTANT DIRECTOR OF ADMISSIONS 2003 – 2008

Argosy University/Seattle

- Communicated and created pathways to entry for college-bound and graduate students resulting in increased enrollment for five consecutive years.
- Developed successful training and outreach informational sessions and public lectures.
- Streamlined and managed the student life cycle from preadmission to graduation.
- Established procedures and trained university personnel on organizational, administrative, and outreach systems.
- Noted for consistently increasing student enrollment for five consecutive years.
- Consistently recognized as one of the top academic administrators across the entire national campus system.

ALUMNI RELATIONS MANAGER FOR ACADEMIC PROGRAMS 2000 - 2002

University of Washington

(Office of Development & Alumni Relations)

- Led all community and alumni outreach functions for the Colleges of Engineering, Business, Architecture, Fisheries, Forest Resources, The Information School, Technical Communication, Construction Management, the Schools of Pharmacy, Nursing, UW Tacoma, and UW Bothell.
- Successfully led learning and educational opportunities for several constituency groups
- Increased working relationships with external partners, foundations, and other corporate organizations that led to successful sponsorship efforts and event underwriting.
- Created board development and governance structure for all university volunteer groups.

ASSISTANT DIRECTOR OF ADMISSIONS 1998 – 1999

Seattle Pacific University

- Directed and managed the communications and marketing strategy for the undergraduate admissions office while surpassing enrollment objectives.
- Oversaw partnerships across several campus units.
- Marketing research for all advertising efforts.
- Noted participant in the university convocation ceremony.

FOUNDATION ADMINISTRATION / ACADEMIC PROGRAM ADVISOR 1997 – 1998
Regent College Foundation & Extension, Vancouver, BC / Seattle, WA

- Administered gifts for a US-based educational foundation.
- Led campus administration for the extension center.
- Coordinated outreach efforts with the office of educational initiatives.
- Collaborated on the creation of an academic journal, “Vocatio”
- Led educational consortium and developed an academic lecture series.
- Established new advancement initiatives leading to increased giving.

ADDITIONAL SERVICE & EXPERIENCE (FOR/NON-PROFIT)

VICE PRESIDENT 2010 – 2012
Seattle Special Education PTSA

Advocated and represented over 6,000 students and families served by special education services within the Seattle School District; Led community outreach efforts; Analyzed district special education policy.

- Collaborated with the district and community leaders to produce highly successful education conferences.
- Advocated for successful policy changes to Seattle Public Schools Special Education Department
- Helped lead the effort to increase community engagement with several stakeholders.

DIRECTOR OF OPERATIONS & ADMINISTRATION 2008 – 2010
All Saints Church, Seattle, WA

Oversaw all operational, educational programming, financial, and care systems for a growing, urban church organization with a \$1.2M budget; Planned and led missions projects to developing countries.

- Staff leadership development, constituent relations, counseling, and speaking.
- Developed and formed the financial and operational infrastructure.
- Designed and implemented successful public lectures and events.
- Created capacity-building systems and increased staff & volunteer mobilization efforts.

ADMINISTRATION SPECIALIST 2000
City of Seattle (Seattle Public Utilities Human Resources Division)

Created curricula and taught classes around organizational and occupational safety standards; Database management for all the organizational educational and training initiatives for internal constituencies; provided support for specific HR specialty functions.

- Helped develop an organization-wide leadership-training curriculum.
- Successfully procured corporate training and assistive learning technologies

PROFESSIONAL & ACADEMIC PUBLICATIONS

Domingo, J., (2016). Lean on me: The importance of a social support network for adult students. In K. A. Flores, K. D. Kirstein, C. E. Schieber, & S. G. Olswang (Eds.), *Supporting the Success of Adult and Online Students: Proven Practices in Higher Education* (pp. 3-12). San Bernardino, CA: CreateSpace Independent Publishing.

Domingo, J.J.L. & Simmons, A. (2013). *Finding Your Voice: A promising model of education advocacy and partnership*. Publication for the Office of the Education Ombudsman, Seattle, WA

Domingo, J.J.L. (2012). *Engaged Families, Successful Schools: An overview of local and national family engagement in education efforts*. Publication for the Community Center for Education Results Road Map Project, Seattle, WA.

Domingo, J. J. L. (2011). *From pulpit to practice: A qualitative cross-disciplinary exploration of the factors within a faith-based community that contribute towards sustained urban renewal*. (Doctoral Dissertation), Argosy University, Seattle: (Publication No. AAT 3467500.)

ARTICLES/Non-academic

Domingo, Joel L. *Leadership, and the importance of saying thanks*. Leadership Snohomish County e-newsletter, April 2019

Domingo, Joel L. *Deep listening as a leader*. Leadership Snohomish County e-newsletter, October 2018

Domingo, Joel L. *When leadership and management work together, change happens*. The Seattle Times, November 28, 2018

Domingo, Joel L. *How schools can work together with parents*. The Seattle Times Education Roundtable, December 7, 2013

ACADEMIC AND PROFESSIONAL PRESENTATIONS

Co-presenter (with Estudillo, A.), “Leading Systems Change in Higher Education Through a Comprehensive EDI&B Lens” presented at the International Leadership Association Diversity Equity and Inclusion Conference, August 2022, Virtual.

Presenter, “Finding Their Voices: Lessons from a Program Helping Parents Become Civic and Community Leaders” presented at the International Leadership Association Annual Global Conference, November 2020, Virtual.

Session Presenter, “Three Leadership Narratives for Equity and Diversity” presented at the Washington State Family and Community Engagement Annual Conference, October 2019, Shoreline, WA

Session Presenter, “Better Together: Improving the Student Experience through Interdepartmental Planning and Collaboration” presented at the Society of College and University Planning Annual Conference, July 2019, Seattle, WA

Co-presenter (with Ferry, N.), “Your Silence Will Not Protect You: Talking Race in the Workplace” presented at the 3rd Annual Leadership Snohomish County Step Up Equity and Diversity Annual Conference, April 2019, Lynnwood, WA

Co-presenter (with Price, G.), “Teamwork” presented at the City University Enrollment & Advising Training Retreat, August 2018, Spokane, WA

Presenter, “Lean on Me: The Importance of a Social Support Network for Adult Students” presented at the Annual Meeting of the Community and Technical Colleges of Washington Leadership Development Association, August 2018, Spokane, WA

Presenter, “Lights, Camera, Lecture: Videos and Online Learning” presented at the City University of Seattle Virtual Faculty Workshop, February 2018, Seattle, WA

Presenter, “Ready for launch: Preparedness as an instructional strategy” presented at the City University of Seattle Spring Faculty Conference, March 2017

Presenter, “Lead together: Before you change the world, know yourself” presented at the Washington State Directors of Disability Organizations Quarterly Gathering, April 2016, Seattle, WA

Keynote presenter, Washington State Father’s Network Annual Conference, October 2016, Bellevue, WA

Workshop Session Lead, “The Benefits of Special Education Collaboration” presented at the Washington State Charters Schools Association Annual Conference, May 2015, Seattle, WA

Co-presenter (with Adelman, S.), “Delivering Difficult News” presented to the University of Washington Center on Human Development and Disability, March 2015, Seattle, WA

Lead workshop presenter, “Finding Your Voice” presented to Highline Public Schools, October 2013, Burien, WA and Lower Yakima Valley School Districts, November 2013, Yakima Valley, WA

Presenter, “State Perspectives/Education Policy” presented at Northwest University, September 2013, Kirkland, WA

Workshop Session Lead, “How the Education System Works” presented at the Road Map Project Parent Form (sponsored by the Community Center for Education Results), April 2013, Tukwila, WA

Presenter, “The Legislative Process: Policy and Advocacy” presented at Seattle Public Schools Parent Connectors University, January 2013, March 2013, Seattle WA

Presenter, “Education Ombudsman Report Serving the Asian & Pacific Island Community” presented to the Washington State Commission on Asian Pacific American Affairs, March 2013, Olympia, WA

Lead Presenter, “Current Research on Family Engagement” & “Educational Research Data Interpretation” sessions, presented at the Washington State OEO Finding Your Voice trainer’s conference, March 2013, Federal Way, WA

Presenter, “Educational Policy & Advocacy” presented to Northwest University College of Education Professional Seminar, February 2013, Kirkland, WA

Lead Presenter, “Navigating the Public Education System workshop” presented at the League of Education Voters Annual Advocacy Training Day, January 2013, Des Moines, WA

Facilitator, Equity in Education Community Forum, January 2013, Seattle, WA

Presenter, “Early Learning and Family Engagement” presented at the meeting of the Washington State Head Start Policy Council Board, November 2012, Renton, WA

Panel Presenter, “Family Engagement in Education with Pacific Islander Families” presented at the Annual Summit for Pacific Islander Resources in Education (ASPIRE), September 2012, Seattle, WA

Presenter, “Scan of family engagement in national and local education efforts” presented at the Community Network Convening of the Community Center for Education Results Network, July 2012, Seattle, WA

Lead presenter, “Finding your voice: Training of trainers advocacy program, educational capacity building and community educational advocacy training presented at the Vancouver School District, March 2012, New Holly Community Gathering Center, March 2012, Bellingham School District, May 2012, Renton Community in Schools, May 2012.

Presenter, “Advocating for your child’s education,” presented at the Team Child/El Centro de la Raza Partnership Community Training, December 2011, Seattle, WA

Community Panel Member, Teacher Compensation Technical Working Group, Washington State Office of the Superintendent of Public Instruction, November 2011, Olympia, WA

Presenter, “OEO: No Parent Left Behind Project,” presented at the Asia Pacific Island American Think Tank Meeting, November 2011, Federal Way, WA

Co-presenter, “Finding Your Voice: Becoming an educational advocate,” presented at the Puget Sound Educational Service District Head Start Policy Council, October 2011, Renton, WA

Presenter, “Unleashing the potential of faith-based community organizations,” presented at the Europe Advance Innovate conference, February 2009, Hilversum, Netherlands.

DISSERTATION WORK: CHAIR AND COMMITTEE/UNIVERSITY REVIEWER

Dissertation Chair (City University of Seattle)

Bekele, T. (2021). Supporting the Success of Ethiopian First-Generation College Students

Bethune, M. (2018). Save That Thought: A Case Study of How Knowledge is Transferred between Baby Boomers and Generation-X Aerospace Engineers

- Carrillo de Anda, L. (2017). Key Lessons Learned by Leaders of Two Mexican Universities in the Process of Seeking U.S. Regional Accreditation, and the Impacts on Their Institutional Maturity
- Corona, H. (2020). Nuevas Enseñanzas: A Case Study of Implementing Restorative Practices in a School with Predominantly Spanish-Speaking English Learners
- Delisa, M. (2022). Alumni and High-Impact Student Practices: A Phenomenological Exploration of the Factors that Influence Giving
- Gainous, B. (2023). An Exploration of the Practices Recruiting Black Educators in Charter Schools.
- Kimani, B. (2023). Exploring the Perceptions and Definitions of Skills Gaps in Aerospace Manufacturing
- Lopez, E. (2019). Give Them Wings! Exploring Latino Experiences and Perspectives on Employee Engagement through Qualitative Phenomenological Inquiry
- Roberson, M. (2020). Think Global, Lead Local: A Case Study on the Global Leadership Knowledge, Skills, and Abilities Implemented in an Aerospace Organization
- Sherk, K. (2021). Keeping Great Teachers in the Classroom: A Phenomenological Study of Teacher Career Advancement Through Hybrid Administrator Roles
- Dissertation Committee / University Reviewer (City University of Seattle – partial list)***
- Clark, A. (2019). Fostering Equitable Learning Opportunities for Middle School Students in Special Education by Reducing their Discipline Disproportionality Rates.
- Cox, K. (2019). Integrating an Innovative Organizational Culture with Cultural Intelligence in Multicultural Teams
- Day, A. (2017). Investigating Emotional Resistance to Organizational Change: A Descriptive Qualitative Research Study of Local Television Newsroom Leaders
- Diaz, E. (2017). Relationship Between Gender and Transformational Leadership Practices: A Study of Self-Reports of Male and Female Graduate Students
- Dixon, T. (2019). The Role of Social Entrepreneurship and Education in Addressing Native American Social and Economic Challenges: A Transformative Study
- Dixon, T. (2017). Effective Leadership Practices for English Language Acquisition Award Schools: A Case Study
- Henderson, H. (2018). Gender Disproportionality in K-12 School Superintendent Positions
- Malone, C. (2018). Factors Influencing Nurses' Choice to Instruct in Nurse Education Programs

San Martin, G. (2020). Diversity Management Strategies for the Retention of Minority Women in School Administration: A Post-Intentional Phenomenology Framework for Human Resources Management

Sheriff, D. (2019). Best Practices for Using Non-Traditional Funding Models in the Non-Profit Sector of Southern British Columbia: A Case Study Approach

ACADEMIC SERVICE & COMMITTEE WORK

Reviewer, *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 2019 – current

Member, City University Curriculum Committee, 2020 – current

Member, City University Continuous Improvement Committee, 2020 – current

Member, City University Core Search (Hiring) Committee, 2021 - current

Curriculum Committee Chair, School of Applied Leadership, City University of Seattle, 2018 – 2020

Chair, Faculty Standards and Development Committee, City University of Seattle, 2017 – 2018

Member, Academic Technology Committee, City University of Seattle, 2016 – 2017

Member, Curriculum Committee, School of Applied Leadership, City University of Seattle, 2015 – 2017

Member, Faculty Standards and Development Committee, City University of Seattle 2015 – 2017

POLICY WORK

Washington State Special Education Stakeholders Task Force Workgroup, Office of the Education Ombuds/SB6002 Proviso, July 2014

HIB/Anti-Bullying Data Workgroup, Office of the Superintendent of Public Instruction/Office of the Education Ombuds, 2012

Community Testimony, SSB 5639 Education Governance Bill, Washington State Senate Ways & Means Committee, February 2011.

Rules Implementation Committee, HB 3026 Educational Civil Rights. Washington Office of the Superintendent of Public Instruction, June 2010

GRANTS & CONTRACTS AWARDED / ADMINISTERED

Domingo, J.J.L. (2013). “Finding Your Voice training.” Seattle, WA: League of Education Voters Foundation (\$10,000)

Domingo, J.J.L. & Simmons, A., (2012). "Research on National and Local Family/Community Engagement Programs and Activities." Seattle, WA: Community Center for Education Results (\$40,000)

Domingo, J.J.L., Simmons, A., & Scott, C.L. (2011). "Finding Your Voice: training of trainers program." Washington State Governor's Office of the Education Ombudsman. Seattle, WA: Discuren Foundation (\$60,000)

PROFESSIONAL AND EDUCATIONAL ASSOCIATIONS

Member, INTERNATIONAL LEADERSHIP ASSOCIATION, 2017 – current

Member, COMMUNITY ENGAGEMENT NETWORK, INST. FOR ED LDRSHIP, 2013 – 2015

Member, AMERICAN EDUCATIONAL RESEARCH ASSOCIATION, 2008 – 2012

Member, PHI DELTA KAPPA, Education Honor Society, 2008 – 2011

Member, ARGOSY UNIVERSITY PROFESSIONAL ADVISORY BOARD, 2010 – 2012

Advisory Council, WASH. STATE OFFICE OF THE EDUCATION OMBUDS, 2010 – 2012

Member, COUNCIL FOR ADVANCEMENT AND SUPPORT OF EDUCATION, 2001

COMMUNITY SERVICE & ASSOCIATIONS

Board Chair, WASHINGTON STATE CHARTER SCHOOLS ASSOCIATION (c3), 2015 – current

Board Member/Secretary, WASHINGTON CHARTERS ACTION (PAC/c4), 2015 – current

Founding Board, WASHINGTON FAMILY ENGAGEMENT, 2014 – current

Member, CONSUMER ADVISORY COUNCIL UNIVERSITY WASHINGTON CENTER FOR HUMAN DEVELOPMENT AND DISABILITY, 2016 – 2020

Member, SEATTLE PUBLIC SCHOOLS SPECIAL EDUCATION ADVISORY COMMITTEE, 2016 – 2018

Member, CITY OF SEATTLE DESIGN DEPARTURES COMMITTEE, 2014 – 2015

Member, Strategic Planning Task Force, SEATTLE PUBLIC SCHOOLS, 2013

Planning Team, CCCER ROAD MAP PROJECT PARENT FORUM, 2013

Member, Superintendent Search Committee, SEATTLE PUBLIC SCHOOLS, 2012

Member, Parent Council, THORNTON CREEK ELEMENTARY SCHOOL, 2009 – 2012

Member, WASHINGTON STATE COMMISSION OF ASIAN AMERICAN AFFAIRS ED. COMMITTEE, 2011 – 2013

Member, ASIA PACIFIC DIRECTORS COALITION, 2011 – 2013

Board Member, PUGET SOUND CHI ALPHA, 2010 – 2013

Vice President, Board of Directors, ALL SAINTS CHURCH, 2007 – 2008

Co-president, Parent Council, UNIVERSITY OF WASHINGTON HARING CENTER/EXPERIMENTAL EDUCATION UNIT, 2003 – 2004

Board member (ex-officio), GREATER SEATTLE CHAMBER OF COMMERCE, 1998 – 1999

Chair, Diplomats Committee, GREATER SEATTLE CHAMBER OF COMMERCE, 1998 – 1999

Training Chair, Diplomats, GREATER SEATTLE CHAMBER OF COMMERCE, 1997 – 1998

AWARDS

President's Club Award, 2005, ARGOSY UNIVERSITY. Education administrator award.

Diplomat of the Year, 1998, GREATER SEATTLE CHAMBER OF COMMERCE. Community outreach award.

TECHNICAL SKILLS

Proficient in general office productivity, design, and production applications, academic database systems, qualitative and quantitative analysis tools (nVivo/Dedoose/SPSS). Experienced with online learning platforms (Blackboard, Brightspace/D2L, eCollege, Moodle)

Seattle-King County Advisory Council on Aging and Disability Services

21 Members: Pursuant to *Ordinance 19237*, 7 members subject to City Council confirmation, 2-year terms:

- 7 # City Council-Approved
- 7 # Mayor-appointed
- 14 # Other Appointing Authority-appointed: King County (Does not go through official legislative process)

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
			1.	Vacant					
1	F	N/A	2.	Member	Kim-Khánh Văn	1/1/2021	12/31/2024	2	Sound City Association
6	F	N/A	3.	Member	Cynthia Snyder	1/18/2017	12/31/2024	4	King County Sound City Association
6	F	N/A	4.	Member	Marli Larimer	1/1/2019	12/31/2024	3	
6	F	N/A	5.	Advocacy Chair	Diana Thompson	4/13/2018	12/31/2024	3	King County
1	M	N/A	6.	Member	Dick Woo	1/18/2016	12/31/2023	4	Mayor
			7.	Vacant					
			8.	Vacant					
			9.	Vacant					
6	M	N/A	10.	Member	Tom Minty	1/1/2017	12/31/2024	4	King County
			11.	Vacant					
			12.	Vacant					
6	F		13.	Member	Patricia P. Schnepf	1/1/2023	12/31/2025	1	Mayor
1	M		14.	Member	Joel L. Domingo	1/1/2023	12/31/2025	1	Mayor
			15.	Member					Mayor
6	F	2	16.	Chair	Alex O'Reilly	N/A	12/31/2024	1	King County
6	F		17.	Member	Dolores Wiens	1/1/2023	12/31/2025	1	Mayor
2	F	2	18.	At-Large	Zelda Foxall	1/1/2018	12/31/2023	3	Mayor
6	F	2	19.	Vice-Chair	Lorna Stone	1/1/2013	12/31/2024	4	Mayor
6	F	3	20.	Secretary	Barb Williams	1/1/2019	12/31/2024	3	Mayor
2	M	1	21.	Member	Joe Hailey	1/1/2020	12/31/2025	3	Mayor



Legislation Text

File #: Appt 02854, **Version:** 1

Appointment of Patricia P. Schnepf as member, Seattle-King County Advisory Council on Aging and Disability Services, for a term to December 31, 2025.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: <i>Patricia P. Schnepf</i>		
Board/Commission Name: <i>Seattle-King County Advisory Council on Aging and Disability Services</i>		Position Title: <i>Member</i>
<input checked="" type="checkbox"/> Appointment	City Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Appointing Authority: <input type="checkbox"/> City Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Mayor</i>		Term of Position: * <i>1/1/2023</i> to <i>12/31/2025</i> <input type="checkbox"/> <i>Serving remaining term of a vacant position</i>
Residential Neighborhood: <i>Shoreline</i>	Zip Code: <i>98155</i>	Contact Phone No.:
Background: <i>She has long been an advocate to eliminate age discrimination. Patricia has been exposed to her own discrimination in the workplace, healthcare, and activities even before she turned 65 years old. Age discrimination was, and somewhat still is, very strong within the workforce – she herself needed to seek the assistance of a third-party entity to obtain employment in Seattle when she moved there from Chicago. Chicago was not much better in this regard.</i> <i>She has also seen first-hand the disparities in hiring and treatment of other seniors, which were exacerbated by race and religious beliefs. Patricia did what she could alone to help. She truly believes her energies could be well put to use among experts within an organization whose focus and directions strongly include advocacy against ageism and the disparities in other areas that include healthcare, housing, food, and the like, along with a focus on equity and inclusion.</i>		
Authorizing Signature (original signature): Date Signed (appointed): 2/23/2024		Appointing Signatory: <i>Bruce A. Harrell</i> <i>Mayor of Seattle</i>

*Term begin and end date is fixed and tied to the position and not the appointment date.

ADMINISTRATIVE PROFESSIONAL / ARTIST

SKILLS HIGHLIGHTS

ADMINISTRATIVE – All aspects of administrative responsibilities and included, but was not limited to, correspondence, disseminating complex information, managing confidential material, meeting setup and coordination, research and reports, scheduling for individual senior executives and multiple executives. Maintaining and creating budgets and financial reports.

PRESENTATIONS, MANUALS, PUBLICATIONS, CORRESPONDENCE – Ongoing (currently mainly art related) – Research, compile, create live and written presentations, general publications, marketing and promotional pieces/new business promotion, live presentations. Prior experience involved creating how-to manuals.

COMPUTER SKILLS

Microsoft Office Suite (Word, Excel, Access (light), PowerPoint, Photoshop*, Lightroom*, Publisher, Photoshop, Salesforce, WordPress (moderate) some html/xml, website design (light), databases, forms design, SharePoint, People Soft, Visio, Adobe Acrobat Professional (light)

SPECIALIZED*

Art/ Photography/Photographic Art (Digital) – various gallery, juried shows (live and on-line art sites), art fairs. Art in private collections. Selected artwork evolved into products. Commercial photography.

PROJECTS

Project and Events Coordinator/Management – diverse types of projects (non- IT). Specialty: organization; time management; budget; office administration; coordinating/organizing; moving; and research.

- **TUTORING**

Computer Essentials: Internet, E-mail, Word Excel, and Internet Security. Specialty: Teaching computer skills at various levels to seniors including seniors with English as a second language; easy-to-use new software manuals; helped to enable beginner-level seniors (including seniors with disabilities) to advance to creating their own blogs and using various sites to upload their photos; and provided help-desk-type assistance.

CUSTOMER SERVICE/RECEPTION

Customer Service/Client/Patron Relations – included providing information, handling phone inquiries & resolving problems when necessary along with various administrative tasks.

EXPERIENCE

Semi-Retired

2022 – Current

Working on various independent projects along with pursuing my art. Because of some medical issues, I exhibit predominantly online and enter various international competitions. I have been invited to exhibit a few of my images in Spain in 2024.

EXPERIENCE (Continued)**Seattle Parks and Recreation****Lifelong Recreation – NE Division**

Recreation Attendant/Program Assistant

March 2017 - Current

In January 2017 I returned to Lifelong Recreation – NE Division for a special data entry/report generating project (part-time). Along with the responsibilities of the special project, I was involved with customer service, program registrations, data entry, research, and administrative tasks and continued on with them performing various related tasks. Most activities of Lifelong Recreation involved collaborating with seniors on a regular basis. On occasion, worked the front desk at various community centers involved in the usual recreation attendant activities including handling money. I was part of a mass layoff during COVID but was able to return. My current hours have dwindled because of location needs. At one point I did work two jobs (Lifelong Recreation and Sound Generations).

Senior Services (now called “Sound Generations”)

Administrative Assistant

March 2015 – 2021

Ballard Northwest Senior Center (part of Sound Generations umbrella)

Administrative Assistant

2021 – 2022

Sound Generations – (part-time/benefited) involved data entry, research, various administrative tasks, and answering customer inquiries for the Health and Wellness/Project Enhance/Enhance Fitness program. In the early days of hire was shared the position with a full-time person at the main desk handling incoming visitors (including seniors with various physical and mental disabilities) for the organizations various programs and various administrative and accounting projects/tasks using my software and administrative skills. Also assisted residential tenants living in private senior apartments within the building but separate from Sound Generations. From January 2016 to October 2016, I was the on-call receptionist along with my responsibilities for Health and Wellness/Enhance Fitness. Because of steep funding cuts, the part-time Reception/Administrative Assistant position was eliminated. However, I then became a “casual” employee as an Administrative Assistant and eventually a regular employee working twenty hours a week for the Assistant Director and Manager of Operations in the Health and Wellness program with regular Administrative Assistant responsibilities and various projects. I eventually left Sound Generations and took a position at the Ballard Northwest Senior Center.

Ballard Northwest Senior Center – This position was as their Administrative Assistant with similar responsibilities and the addition of supervision of the volunteers and assistance with various projects. I left in January 2022.

Seattle Parks and Recreation**Lifelong Recreation - NE Division**

Program Assistant

March 2012 – June 2015

I started my Seattle work history with Lifelong Recreation – I arrived in Seattle in June 2011 from Chicago, IL. This was a part-time position acquired through a special program via a third-party entity. I registered clients for classes; was responsible for cash handling; research; information dissemination; (written and verbal); client relations; administrative responsibilities learning and using new client-based software; assisted and managed special projects; assisted in marketing efforts and web updates; created fliers; and created and maintain logs. Additional activities included organizing/coordinating/managing monthly dance for NE clients and tutoring seniors to use computers and/or to update their computer skills. I worked independently and within the team environment.

Art Related Projects

January 2008 – Current

Patricia Schnepf Fine Art Photography

These are ongoing projects which involve preparation and participation in various juried art exhibitions; grant recipient; creating and marketing of products evolving from fine art photography; and commercial photography projects and interacting with various clients. I regularly use my administrative skills for essential administrative activities which are an integral part of this venture. These activities include scheduling, the use of Word and Excel aside from art-based software, record keeping, and bookkeeping. Projects were non-conflict of interest and concurrent with various regular employment activities.

**Small Business Owner, Tutor, Election Judge
January 2008 – June 2011 (Chicago, IL)**

In conjunction with my artistic ventures, I was a: small business owner – vintage/almost vintage items plus clothing and accessories; and a volunteer for three years at the Renaissance Court Senior Center located in the Chicago Cultural Center tutoring seniors to use a computer or update their skills and provided phone/help-desk style assistance and various written tutorials. Along with another tutor lead e-mail workshops/seminars for seniors. During those three years I also served as an Election Judge for the mayoral and local Chicago elections and helped form and lead an art-for-seniors program at a local senior residence.

**Administrative/Executive Assistant, Project Management, Customer and Client Relations, Recruiting
Prior to January 2008**

My experience is eclectic and spans across the scope of various industries including finance/accounting, academia, manufacturing, utilities (nuclear engineering), international not-for profit, IT, service, broadcasting, film, law (IP, general, elder law, immigration), and customer/client/patron relations; and employment providing project and meeting/event coordination/ research/customer and client relations – national and international/ interviewing/recruiting, and administrative expertise to senior executives, and others, using my computer, research, organizational, time-management, scheduling, and administrative skills as outline under Skills Highlights above.

EDUCATION

Latin American Institute – Diplomatic History and French
NYU – Film: Lighting
MicroHard – Project Management
ART RELATED
ONGOING INDEPENDENT STUDIES
BUSINESS DEVELOPMENT PROGRAMS
MARKETING AND BUSINESS MANAGEMENT SEMINARS

GROUPS/ORGANIZATIONS

Chicago: Member of Palette & Chisel
Seattle: Seattle Adobe Photoshop Users Group / Shoreline-Lake Forest Park Arts Council (2015)

CERTIFICATIONS

Project Management (Certificate received from learning institution – because of time constraints, did not take the State exam. At the time, the exam was being given, began working as an assistant to a retiring professor at the University of Chicago and responsibilities did not allow time off for the exam. (I was a member of PMI as a proprietor of a small business.)
HIPPA/Medicare Compliance

Seattle-King County Advisory Council on Aging and Disability Services

21 Members: Pursuant to *Ordinance 19237*, 7 members subject to City Council confirmation, 2-year terms:

- 7 # City Council-Approved
- 7 # Mayor-appointed
- 14 # Other Appointing Authority-appointed: King County (Does not go through official legislative process)

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
			1.	Vacant					
1	F	N/A	2.	Member	Kim-Khánh Văn	1/1/2021	12/31/2024	2	Sound City Association
6	F	N/A	3.	Member	Cynthia Snyder	1/18/2017	12/31/2024	4	King County Sound City Association
6	F	N/A	4.	Member	Marli Larimer	1/1/2019	12/31/2024	3	
6	F	N/A	5.	Advocacy Chair	Diana Thompson	4/13/2018	12/31/2024	3	King County
1	M	N/A	6.	Member	Dick Woo	1/18/2016	12/31/2023	4	Mayor
			7.	Vacant					
			8.	Vacant					
			9.	Vacant					
6	M	N/A	10.	Member	Tom Minty	1/1/2017	12/31/2024	4	King County
			11.	Vacant					
			12.	Vacant					
6	F		13.	Member	Patricia P. Schnepf	1/1/2023	12/31/2025	1	Mayor
1	M		14.	Member	Joel L. Domingo	1/1/2023	12/31/2025	1	Mayor
			15.	Member					Mayor
6	F	2	16.	Chair	Alex O'Reilly	N/A	12/31/2024	1	King County
6	F		17.	Member	Dolores Wiens	1/1/2023	12/31/2025	1	Mayor
2	F	2	18.	At-Large	Zelda Foxall	1/1/2018	12/31/2023	3	Mayor
6	F	2	19.	Vice-Chair	Lorna Stone	1/1/2013	12/31/2024	4	Mayor
6	F	3	20.	Secretary	Barb Williams	1/1/2019	12/31/2024	3	Mayor
2	M	1	21.	Member	Joe Hailey	1/1/2020	12/31/2025	3	Mayor



Legislation Text

File #: Appt 02855, **Version:** 1

Appointment of Dolores Wiens as member, Seattle-King County Advisory Council on Aging and Disability Services, for a term to December 31, 2025.

The Appointment Packet is provided as an attachment.

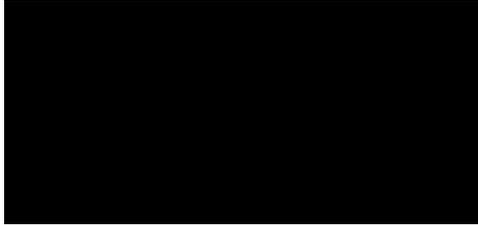


City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: <i>Dolores Wiens</i>		
Board/Commission Name: <i>Seattle-King County Advisory Council on Aging and Disability Services</i>		Position Title: <i>Member</i>
<input checked="" type="checkbox"/> Appointment	City Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Appointing Authority: <input type="checkbox"/> City Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Mayor</i>	Term of Position: * <i>1/1/2023</i> to <i>12/31/2025</i> <input type="checkbox"/> <i>Serving remaining term of a vacant position</i>	
Residential Neighborhood: <i>Hilltop</i>	Zip Code: <i>98104</i>	Contact Phone No.:
Background: <i>Dolores was born and raised in a small rural community which valued volunteering and social justice. This belief stayed her entire life, becoming the first female President of Graduate students at a predominantly male university, Oregon State.</i> <i>Once graduating with a MBA focusing on Business Systems Design, she became active in the professional organization APICS (American Production & Inventory Control Society). As she advanced in her Career, she advanced in APICS as Activities coordinator, Communications Director, Seattle chapter President, West Coast Director, National Motivation Consultant, Commission to bring APICS internationally, in particular to China. During this, her career path was Inventory control manager at Wagner Mining, a division of PACCAR.</i> <i>Systems Design & Change Consultant, ELDEC . Reporting to the President, she did trouble shooting as he requested.</i> <i>She became Vice President at Huntron Electronics. Then got drafted by Boeing to be Senior Buyer of high dollar, high tech purchased parts. As such she was the purchased parts representative on the System Design, AOG, and In-service problems (FAA & NTSB), reporting to the Vice President, Mullaly.</i> <i>During this career, Dolores volunteered at her church and her children's school and sports.</i>		
Authorizing Signature (original signature): Date Signed (appointed):	Appointing Signatory: <i>Bruce A. Harrell</i> <i>Mayor of Seattle</i>	

*Term begin and end date is fixed and tied to the position and not the appointment date.

Dolores Wiens



EDUCATION (all with honors)

1976 – BA Psychology, emphasis Individual and cultural differences

BS – International Business

1978 - MBA – emphasis on System Analysis & Design

Various Conferences and Seminars as attendee and presenter

Ongoing adjunct professor certified up through graduate level, teaching Systems Analysis & Design, Business, Communications

Collaborated with Dr. Ouchi on Theory Z book published.

First female Graduate School President (over 30 to one female ratio)

PROFESSIONAL ORGANIZATIONS

APICS – American Production and Inventory Control Society, including training and conferences.

Portland – EVENTS planning and implementation.

including Japan's KANBAN group visit/training

Seattle – Started first area APICS newsletter, followed by regional newsletter

President several terms

Western Regional Director

Communications Director

National – Motivational Management Consultant – conducted seminars nation-wide.

International – Task force to open China to APICS, International Chapter Relations
& Start-Ups

OFA - Organizing for America – Seattle Leader

- Attended Organizing & Planning Summit with President Obama regarding direction of this group
- Assisted in forming WAGUN – Washington Responsible Gun Solutions (Affiliated with Gabby Giffords by successful petition and campaign for Gun background checks. Kept supporting group until it associated with Gabby Giffords group (now Alliance). Yearly Table Captain for fundraiser luncheon.
- ACA – Introduced Obamacare to Seattle and signed people up
- Climate Change, Women's rights, and other tenets of OFA – Introduced to Seattle and assisted in forming OFA groups. Recruited members and Interns for Leadership

**BOOTH GARDNER COMMISSION ECONOMIC & BUSINESS DEVELOPMENT FOR
STATE OF WASHINGTON**

COMMUNITY VOLUNTEERING

CRY – CITIZENS RETHINKING YESSLER

HILLARY CLINTON CAMPAIGN – 2015

JAY INSLEE CAMPAIGN – BOTH CAMPAIGNS

EVERGREEN SCHOOL FOR THE GIFTED – Annual Auction Fundraiser

ST. THOMAS MORE PARISH – Lynnwood, WA

Parish Council (Executive)

Formed 1st Multicultural Fair in State – Became example Archdiocese
recommended to other Parishes

MEADOWDALE HIGH SCHOOL - Lynnwood WA

Booster Club, Team Mom & Grandma - Football, Wrestling

WORK EXPERIENCE

**Wagner Mining Equipment (division of PACCAR) – Inventory control, planning,
buyer, warehouse (teamsters), Configuration Management, shipping, AOG**

ELDEC – Systems Analysis & Design/Change – Reporting to President

Analysis for design/change of systems, implementation and
troubleshooting special projects of President & problem solving.

**Huntron – Vice President in charge of manufacturing, inventory control,
warehouse. quality control. Shipping, configuration, Govt. relations**

**Boeing – Senior Buyer – High Dollar/High Tech, complete range from design to
surplus, AOG, Interface with engineering,**

Material Representative for all purchased parts – service problems (e.g FAA),
New model design , & troubleshooting as needed, reporting to VP Molally.

OTHER EXPERIENCE

Supervision Services - early 1980's

I formed this non-profit in response to an unmet need –

Children visiting parent who has been alleged sexual assault against that
Child but has not been adjudicated in court – interim supervision of visits

Researched, trained, designed and implemented program with judges
putting it in court orders within a month.

after 2 years, rolling it into CPS with training of their workers. Also contracted to design & train CPS workers in Family Reconciliation. Provided non-CPS cases to Child Haven with same training.

Commercial Real Estate – 1990's

Focus: Investment apartment buildings for clients

Analysis of investment and troubleshooting to bring apartment investment profitable over time

My clients are now happily retired in Florida and Hawaii.

Montanari Trucking – late 80's & early 90's

Start up of Trucking company. Grew from 0 to 30 trucks and supporting contracts within 1 year.

Seattle-King County Advisory Council on Aging and Disability Services

21 Members: Pursuant to *Ordinance 19237*, 7 members subject to City Council confirmation, 2-year terms:

- 7 # City Council-Approved
- 7 # Mayor-appointed
- 14 # Other Appointing Authority-appointed: King County (Does not go through official legislative process)

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
			1.	Vacant					
1	F	N/A	2.	Member	Kim-Khánh Văn	1/1/2021	12/31/2024	2	Sound City Association
6	F	N/A	3.	Member	Cynthia Snyder	1/18/2017	12/31/2024	4	King County Sound City Association
6	F	N/A	4.	Member	Marli Larimer	1/1/2019	12/31/2024	3	
6	F	N/A	5.	Advocacy Chair	Diana Thompson	4/13/2018	12/31/2024	3	King County
1	M	N/A	6.	Member	Dick Woo	1/18/2016	12/31/2023	4	Mayor
			7.	Vacant					
			8.	Vacant					
			9.	Vacant					
6	M	N/A	10.	Member	Tom Minty	1/1/2017	12/31/2024	4	King County
			11.	Vacant					
			12.	Vacant					
6	F		13.	Member	Patricia P. Schnepf	1/1/2023	12/31/2025	1	Mayor
1	M		14.	Member	Joel L. Domingo	1/1/2023	12/31/2025	1	Mayor
			15.	Member					Mayor
6	F	2	16.	Chair	Alex O'Reilly	N/A	12/31/2024	1	King County
6	F		17.	Member	Dolores Wiens	1/1/2023	12/31/2025	1	Mayor
2	F	2	18.	At-Large	Zelda Foxall	1/1/2018	12/31/2023	3	Mayor
6	F	2	19.	Vice-Chair	Lorna Stone	1/1/2013	12/31/2024	4	Mayor
6	F	3	20.	Secretary	Barb Williams	1/1/2019	12/31/2024	3	Mayor
2	M	1	21.	Member	Joe Hailey	1/1/2020	12/31/2025	3	Mayor



Legislation Text

File #: Appt 02857, **Version:** 1

Reappointment of Steven Pray as member, Seattle LGBTQ Commission, for a term to October 31, 2025.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: Steven Pray		
Board/Commission Name: Seattle LGBTQ Commission		Position Title: Commissioner
<input type="checkbox"/> Appointment <i>OR</i> <input checked="" type="checkbox"/> Reappointment		Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Appointing Authority: <input type="checkbox"/> Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Fill in appointing authority</i>	Date Appointed:	Term of Position: * 11/1/2023 to 10/31/2025 <input type="checkbox"/> <i>Serving remaining term of a vacant position</i>
Residential Neighborhood: <i>First Hill</i>	Zip Code: <i>98101</i>	Contact Phone No.:
Background: Steven Pray grew up in Kent, Washington, a suburb of Seattle. After graduating high school, he attended Central Washington University and received a degree in political science. He moved to Seattle in 2015 to start law school at Seattle University and has been living in the city ever since. After he graduated from law school he began working as a Union Representative at PROTEC17 with his assignment primarily being the City of Seattle. Steven has been an active member of the Seattle LGBTQ Commission and currently leads the Commission Operations Committee.		
Authorizing Signature (original signature): 		Appointing Signatory: <i>Bruce A. Harrell</i> <i>Mayor of Seattle</i>

**Term begin and end date is fixed and tied to the position and not the appointment date.*

STEVEN PRAY

EDUCATION

Seattle University School of Law

Seattle, WA

Juris Doctor, cum laude

May 2018

Awards/Honors: Admission Fellow; Trustee Law Scholarship; CALI award, Personal Injury Litigation; Dean's List, 2016-2017; WSBA Labor & Employment Law Grant

Advocacy: Labor and Employment Law Association, *Vice President*
Seattle Journal for Social Justice, *Marketing, Business & Events Editor*
Workers' Rights Clinic, *Rule 9 Licensed Legal Intern*

GPA/Class Rank: 3.55 / Top 20%

Central Washington University

Ellensburg, WA

Bachelor of Arts, Political Science; Minor, Law and Justice, cum laude

June 2014

Awards/Honors: Political Science Department, *Valedictorian*
National Social Science Ass'n Undergraduate Student Competition, *2014 Winner*
Afternoon Ceremony Student Commencement Speaker

EXPERIENCE

Professional & Technical Employees, Local 17

Seattle, WA

Union Representative

August 2018-Present

- Bargaining the City of Seattle and Seattle Municipal Court collective bargaining agreements
- File and attend hearings for grievances and unfair labor practices
- Train shop stewards to engage current membership and register new employees as union members
- Lead labor management meetings at Seattle City Light, Department of Neighborhoods, and Seattle Public Utilit.
- Successfully organized the Records Management Specialists into our King County bargaining unit

Seattle Public Schools General Counsel's Office

Seattle, WA

Legal Extern

June 2016- August 2016

- Drafted and revised school board policies and procedures
- Created a manual containing legal guidelines for the contracts department including when bids must be competitive
- Researched and drafted memos on topics including employee termination, mandatory trainings, and affirmative action
- Represented the District before an administrative law judge during preliminary hearings for non-resident appeals

Kent School District

Kent, WA

Substitute Teacher

October 2014-June 2015

- Led classroom instruction for grades Kindergarten to 12th in subject areas including English, Math, and History
- Developed strategies to deliver teacher's desired curriculum
- Administered state required standardized tests and ensured consistency of process
- Responded and adapted to new environments daily by teaching in over 20 schools in the district

ADDITIONAL INFORMATION

Licenses: Washington State Bar Association, Active Member #54374

Publications: Pray, Steven. "Corporate Style Education Reform and the Latino Community."
Nat'l Social Science Assn. Journal, Vol. 43, No. 2, 112-118. (2015).

Seattle LGBTQ Commission

March 2024

Members: Pursuant to SMC 3.14.920, all members subject to City Council confirmation,
2-year terms:

- 8 City Council-appointed
- 9 Mayor-appointed
- 4 Other Appointing Authority-appointed: Commission-appointed

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
		5	1.	Member	Gerald Seminatore	5/1/23	4/30/25	1	City Council
			2.	Member	VACANT	5/1/23	4/30/25	1	Mayor
		3	3.	Member	Ry Armstrong	5/1/23	4/30/25	1	City Council
			4.	Member	VACANT	5/1/23	4/30/25	1	Mayor
		3	5.	Member	Jeremy Erdman	5/1/23	4/30/25	1	City Council
			6.	Member	VACANT	11/1/23	10/31/25	1	Mayor
			7.	Member	Kody Allen	11/1/23	10/31/25	1	Commission
		6	8.	Member	Steven Pray	11/1/23	10/31/25	2	Mayor
			9.	Member	VACANT	5/1/22	4/30/24	1	City Council
			10.	Member	VACANT	5/1/22	4/30/24	1	Mayor
			11.	Member	VACANT	5/1/22	4/30/24	1	City Council
		3	12.	Member	Brett Pepowski	5/1/22	4/30/24	1	Mayor
			13.	Member	Atif Osmani	11/1/22	10/31/24	1	City Council
			14.	Member	VACANT	11/1/22	10/31/24	1	Mayor
		5	15.	Member	Christina Pizaña	11/1/23	10/31/25	1	City Council
			16.	Get Engaged	Ashley Ford	9/1/23	8/31/24	1	Mayor
			17.	Member	Jackson Cooper	5/1/22	4/30/24	1	City Council
			18.	Member	VACANT	11/1/23	10/31/25	1	Mayor
			19.	Member	VACANT	11/1/23	10/31/25	1	Commission
		3	20.	Member	Andrew Ashiofu	5/1/22	4/30/24	1	Commission
			21.	Member	VACANT	5/1/22	4/30/24	1	Commission

SELF-IDENTIFIED DIVERSITY CHART

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)				
	Men	Women	Transgender	Unknown	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor													
Council													
Comm													
Total													

Key:

- *D List the corresponding *Diversity Chart* number (1 through 9)
 - **G List *gender*, M = Male, F= Female, T= Transgender, U= Unknown
 - RD Residential Council District number 1 through 7 or N/A
- Diversity information is self-identified and is voluntary.*



Legislation Text

File #: Inf 2466, **Version:** 1

Pathways to Housing Security

WASHINGTON STATE UNIVERSITY

THE
WILLIAM D. RUCKELSHAUS CENTER

UNIVERSITY OF WASHINGTON

Pathways to Housing Security

Seattle City Council

May 8, 2024



WASHINGTON STATE
UNIVERSITY

W EVANS SCHOOL
OF PUBLIC POLICY & GOVERNANCE 36E
UNIVERSITY OF WASHINGTON

Introductions

The Center

Hosted By:



W EVANS SCHOOL
OF PUBLIC POLICY & GOVERNANCE
UNIVERSITY of WASHINGTON

Impartial Convenor

Support Governmental, Private, and Other Entities

Serve Washington State and the Pacific Northwest

Develop Shared Approaches to Complex Policy Challenges

Introductions

The Report

Legislative Task – Facilitated Discussions

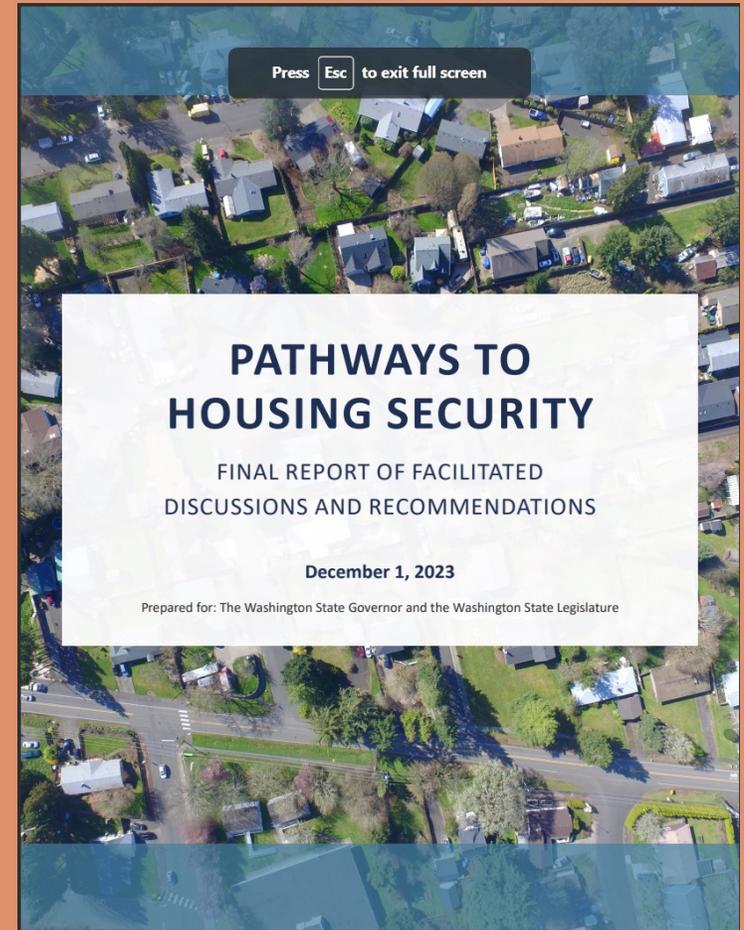
Identify principles, options and recommendations for a long-term statewide strategy to improve services and outcomes for those experiencing or at risk of homelessness and develop pathways to permanent housing solutions.

Project Homepage:

<https://ruckelshauscenter.wsu.edu/projects/current-projects/pathways-to-housing-security/>

Final Report:

<https://s3.wp.wsu.edu/uploads/sites/2180/2023/11/Recommendations-Pathways-to-Housing-Security-2023.pdf>



Using the Report

Long-Term Strategy

Scope: Statewide, Long-term, Whole of Housing Security

Use: Guidance developing strategies and designing actions

Complementary to parallel work on related topics

**A Long-term
Strategy**

Core Elements

Foundational Themes

Conceptual Shifts

Guiding Principles

Recommendations

Foundational Themes

Understanding Homelessness and Housing Instability

Report Page 48

SUPPLY AND COST OF HOUSING

Access to and Stability In Housing

SYSTEMS OF CARE AND SUPPORT

Co-Occurring Conditions

SYSTEMIC/STRUCTURAL FACTORS AND ACTIONS THAT ADDRESS THEM

Factors that Amplify Vulnerability and Actions that Mitigate Them

ECONOMIC CONDITIONS; INCOME AND WEALTH INEQUALITY

Employment and Earning Potential

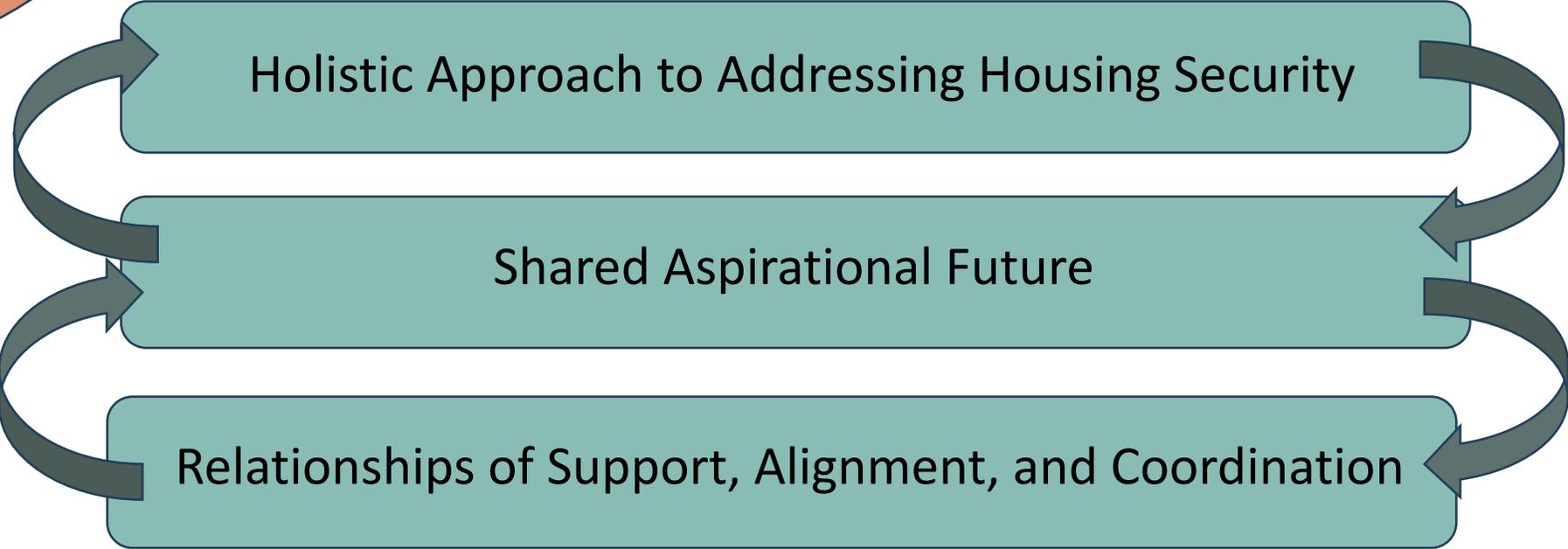
SYSTEMIC DISADVANTAGE AND MARGINALIZATION

Disparities

Core Elements

Conceptual Shifts

Pages 45-51



Core Elements

Guiding Principles

Pages 51-57

- Guide ongoing decision making
- Serve across sectors, roles, localities
- Balance flexibility with consistency
- Navigate aspects that seem contradictory or adversarial
- Contribute to a comprehensive approach
- Enable periodic assessment

Guiding Principle A: Foster productive narratives around housing security and homelessness.

Guiding Principle B: Mobilize a multi-sector response to advance housing security.

Guiding Principle C: Respond to the holistic and interdependent nature of housing security.

Guiding Principle D: Design the response to housing insecurity around what people and communities need to thrive.

Guiding Principle E: Undo the harm of structural racism and other forms of systemic disadvantage that produce housing inequity.

Guiding Principle F: Employ a sense of urgency about both meeting immediate needs and initiating steps for long-term progress.

Guiding Principle G: Amplify the influence of those most affected by homelessness and housing instability.

Guiding Principle H: Create conditions that reduce competition and facilitate cooperation.

Guiding Principle I: Address the inability of the housing market to meet housing needs.

Guiding Principle J: Sustain the response to housing insecurity through stability in infrastructure, relationships, and appropriately scaled resources.

Guiding Principle K: Prepare to adapt to changing circumstances, unanticipated disruptions, and new knowledge.

Core Elements

Areas of Recommendation

Pages 57-81

Opportunities for State Partnership with Tribal Governments

Set the Strategy Up for Success

Respond to the Continuum of Housing Needs

Respond Holistically to People's Needs

Bolster Systems and Workforce Capacity and Stability

Foster Accountability, Manage Performance, and Adapt Over Time

Set the Strategy Up for Success

- 1: Multiple Successes** Recognize multiple, co-existing ways of understanding success.
- 2: Clarity of Total Investment and Benefit** Capture and communicate the comprehensive investments that advance housing security, the benefits they yield, and for whom.
- 3: Experiential Expertise** Amplify the insights and expertise of those affected by homelessness and housing instability by supporting them to participate in making decisions about, implementing, and assessing the performance of laws, policies, programs, and services related to housing insecurity.

Respond to the Continuum of Housing Needs

4: Housing Options Expand the supply, variety, location, and quality of supported options and pathways for shelter, temporary, and longer-term housing, to better match people to their types and level of need and to their preferences.

5: Supply of Affordable Housing Adopt strategies that align homelessness services and housing assistance with increasing the supply of affordable housing for rental and ownership. Allocate more funds to be used for operations and maintenance to preserve the current stock of subsidized and affordable housing.

6: Equitable Access to Housing As policies are implemented to increase the supply of affordable housing, ensure equitable access for those transitioning from homelessness and most at risk of housing instability.

7: Geographic Variability Accommodate the ways in which housing challenges manifest differently in different places.

8: Cooperation Across Jurisdictions Incentivize greater cooperation across geographic and political jurisdictions.

Respond Holistically to People's Needs

9: Coordinated Pathway Create a coordinated pathway system that cultivates operational connections among entities working on outreach, entry into the homelessness response system, placement in housing, and longer-term housing stability.

10: Holistic Eligibility Reconfigure eligibility criteria using a cross-sector, multifactorial, periodic assessment designed to help people access the supports they need over time to synergistically stabilize their housing, health, behavioral health, and socioeconomic circumstances.

11: Person-Centered Navigation Evolve current case management and care navigation efforts into a cross-sector navigation system that responds to the specific needs of individuals and households and follows them longitudinally as those needs evolve.

12: Circumstances of Precarious Housing Expand investments that stabilize individuals or households with circumstances of precarious housing.

Bolster Systems and Workforce Capacity and Stability

13: Diversity in Implementation Increase the diversity of and cooperation among organizations and entities in the public, nonprofit, and private sector with the potential to contribute to the response to housing insecurity.

14: Financial Stability of Implementers: Foster the financial stability of those implementing the response to housing insecurity by offering a range of funding models to variety of grantees and partners.

15: Working Conditions Improve working conditions and supports for the frontline workers who directly provide homeless services and housing assistance.

16: Core Competencies Establish universal core competencies in culturally responsive, anti-racist, and trauma-informed practices for providers, administrators, and leaders across sectors, and regularly provide the training needed to put those competencies into practice.

Foster Accountability, Manage Performance, and Adapt Over Time

17: Alignment of Policymaking Assess laws and policies in all areas of government for the potential to affect housing security and assess housing laws and policies for their potential to affect interrelated goals in other areas.

18: Knowledge Management Framework Develop a comprehensive framework for the role of knowledge and learning in the State's efforts to advance housing security, including performance monitoring, focused evaluation, a prioritized research agenda, and avenues for knowledge sharing.

Recommendation

12: Circumstances of Precarious Housing Expand investments that stabilize individuals or households with circumstances of precarious housing.

Potential Actions

- **Bridging Support:** Bridging grants or loans for unanticipated expenses
- **Supports Matched to Needs:** Access to available services and resources related to the specific circumstances that make it difficult to sustain stable housing
- **Eviction Mitigation:** Comprehensive strategies to mitigate reasons for and impacts of impending eviction for tenants, neighbors, and property owners/managers

**Respond
Holistically to
People's Needs**

Opportunities Across Scales

Internal: Supports Available to Employees

Core Function: Support/Referrals Available to Clients, Grantees, Constituents; Strategy and Planning

External: Partnerships, Advocacy, Influence

Recommendations

17: Alignment of Policymaking

Assess laws and policies in all areas of government for their potential to affect interrelated goals in other areas.

18: Knowledge Management Develop a comprehensive framework, including performance monitoring, focused evaluation, a prioritized research agenda, and avenues for knowledge sharing.

**Foster Accountability,
Manage Performance,
and Adapt Over Time**

Potential Actions

- Assess for both mutual benefit and unintended consequences across sectors
- Support time and resources for coordination
- Align closely with poverty reduction strategies

Potential Actions

- Draw on diverse and complementary sources of knowledge
- Match measurement to purpose
- Connect research and practice

Recommendations

7: Geographic Variability

Accommodate the ways in which housing challenges manifest differently in different places.

8: Cooperation Across Jurisdictions Incentivize greater cooperation across geographic and political jurisdictions.

Respond to the Continuum of Housing Needs

Questions to Consider

What needs to be local and flexible?

What needs to be communicated regionally?
What needs to be coordinated? What would benefit from collaborative implementation?

What needs guidance to be consistent across localities?

A: Foster productive narratives around housing security and homelessness.

Questions to Consider

What narratives does the city currently foster about homelessness and housing instability?

What narratives would be productive to your goals for housing security?

What could the city do to foster those narratives?

Guiding Principles

Opportunities to Affect Narratives

- Communications
- Implementation of Programs and Services
- Funding Proposals
- Accountability Frameworks
- Decision-making

H: Create conditions that reduce competition and facilitate cooperation.

Questions to Consider

What innovative funding criteria would incentivize cooperation among different entities?

What would help discern whether to meet a need by starting a new initiative or augmenting an existing one?

How can the city's strategies for housing security be more inclusive of multiple ways of understanding success?

Guiding Principles

Opportunities to Reduce Competition

- Funding Proposals
- Implementation of Programs and Services
- Accountability Frameworks
- Policy Alignment
- Tending to Apparent Conflicts

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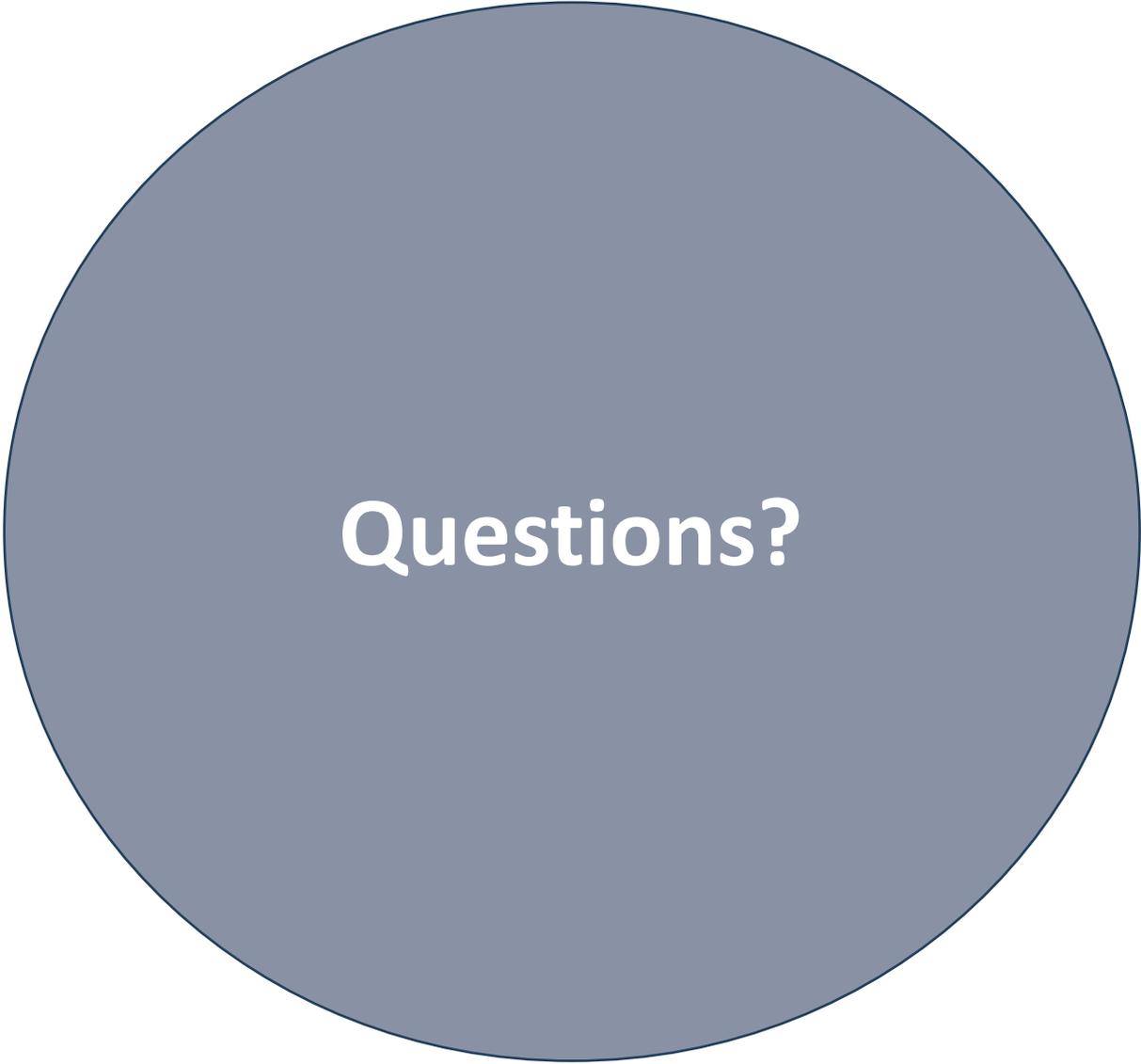
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Ruckelshauscenter.wsu.edu

Attend A Workshop

May 14 or June 13

<https://ruckelshauscenter.wsu.edu/2024-housing-security-discussions/>



Questions?



EXECUTIVE SUMMARY

Recognizing many challenges related to homelessness and housing instability, in Section 6 of House Bill 1277 (HB 1277, see Appendix A for text of relevant section) the Washington State Legislature tasked the William D. Ruckelshaus Center (the Center, see Appendix B) with gathering information and facilitating discussions to inform a long-term state strategy to create pathways to housing security. The Center, in turn, partnered with Washington State University's Division of Governmental Studies and Services (DGSS).

Specifically, the purpose set forth by the Legislature was to:

- ◆ explore and identify trends affecting and policies guiding the housing and services provided to individuals and families who are, or at risk of, homelessness in Washington State; and
- ◆ facilitate meetings and discussions to develop options and recommendations for a long-term strategy and implementation steps to improve services and outcomes for persons at risk of or experiencing homelessness and to develop pathways to permanent housing solutions.

The Center and DGSS released reports on the status of those tasks in December 2021 and December 2022. This report, in companionship with the “Status of Fact-Finding, Year 3” report presents a cumulative narrative of those tasks, as well as work completed in 2023, and is also intended to meet the final reporting requirement described in HB 1277, Section 6. The project team will be available for follow-up conversations and project dissemination through June 2024.

Facilitated Discussions

The Center invited and facilitated conversations among hundreds of individuals with knowledge of and experience related to housing and homelessness across geographies, sectors, and roles (See Appendix C for list of project participants). Themes emerging from early discussions informed the development of emerging options, opportunities, and concerns. Further facilitated discussions helped articulate guiding principles and refine emerging options into recommendations, including ways to guide investment decisions and ways to assess whether those investments are contributing to the desired results.

Participants, over the course of this project, have reinforced, deepened, and expanded upon the elements put forth in HB 1277, Section 6. This project has not been an audit nor an evaluation of the numerous entities working to meet the needs of individuals and families experiencing

homelessness and/or housing instability. Nor has this work been an evaluation of the many strategies in place to guide that work. While participants reflected on the past and current context, their conversations focused on where to go next: on shaping a scaffold for decision-making and identifying priority action areas needed both acutely and over time, rather than on detailed tactical solutions.

More details on the Center’s approach to iterations of facilitated discussions, to participant outreach, and to coordinating with other existing efforts are described in “Approach to Facilitated Discussions: 2021-2023.”

Landscape of Housing Security

Housing needs are often defined in broad categories, such as emergency shelter, transitional housing, or subsidized housing. However, most participants described housing as a continuum, and effective programs or policies in any of the categories ultimately depend on others. For example, temporary housing serves its function well when longer-term housing and appropriate supports are available and accessible.

This report takes a holistic view of the landscape of housing security, first by providing an overview of the current trends of homelessness and housing instability, then the myriad of investments, entities, and actors engaged in the response to housing insecurity. This section also provides an overview of policy trends and court rulings shaping the housing security landscape. A deeper dive into factors affecting the rates and trends of sheltered and unsheltered homelessness is presented in the “Status of Fact-Finding – Year 3” report produced by DGSS. That analysis highlights county variations in key factors that affect the rates of homelessness over time, as well as an overview of service evaluations—which highlight the importance of aligning resources with the unique needs of people.

Foundational Themes for a Long-Term Strategy

As a precursor to identifying options and recommendations for a long-term strategy, HB 1277, Section 6 called for discussions to gather information about factors that contribute to homelessness and housing instability; statutory and regulatory issues; other concerns, barriers, and opportunities; and desired principles.¹

Participants provided a range and depth of perspectives on these issues. Foundational themes and components of a coherent, effective, and widely accepted long-term effort include:

¹ Sections (2)(c)(i) and (c)(ii) also called for fact-finding on these topics. That work was carried out by the project team from the Washington State University Extension’s Division of Governmental Studies and Services through literature review and analyses of publicly available data (reported separately in 2022 and 2023). Points of intersection in the topics, finding, and themes between that work and the Center’s facilitated discussions are noted throughout this report.

- ◆ **Understanding the causes of homelessness and housing instability**—as multiple, often co-occurring contributing factors, rather than seeking to identify a short list of “root causes.”
- ◆ **Recognizing the complexity of housing security**—that a wide range of services are relevant and needed, but are also implemented in various settings, by practitioners from many disciplines, funded through multiple governmental and nongovernmental sources, and operating under the management or regulatory oversight of a myriad of agencies with varying policies, incentives, and constraints.
- ◆ **Matching the response to the needs**—current programs and available resources do not match the scale of people experiencing homelessness and housing instability or their varied needs of the current moment.
- ◆ **Tending to the complex aspects of the response**—shifting the conversation from opposing choices can bring the conversation towards what would be a productive balance between and among seemingly conflicting ideas, such as flexibility and consistency.
- ◆ **State partnership with Tribal Governments**—and with Urban Indian Organizations to meet the specific housing needs of tribal citizens and communities is a foundational component of a state effort to advance housing security.

More discussion and detail can be found in “Foundational Themes and Components” in Section 4 of this report.

Conceptual Shifts for a Long-Term Strategy

Building on the foundational themes, participant discussions also illuminated three conceptual shifts to incorporate in a long-term effort. Mindsets shape the actions and initiatives developed to address homelessness and housing insecurity. Participants emphasized that the underlying mindsets, or ways of thinking, need to change in order to enhance success and make progress towards advancing pathways towards housing security.

- ◆ **Shift to a holistic understanding of multiple contributing factors to housing insecurity and homelessness**—to be comprehensive and useful, a strategy cannot seek to address some factors and exclude others. Instead, a strategy will need to grapple with multiple structural factors and individual vulnerabilities and how they interact with each other.
- ◆ **Shift to a shared aspirational future**—to break down silos and build more intentional connections across the entire housing security landscape.
- ◆ **Shift to relationships of support, alignment, and coordination**—to foster incentives, relationships, and adaptive learning to ensure stable individuals, communities, and systems.

Guiding Principles

Guiding principles help align decisions and actions to the goal of advancing housing security. They serve to guide ongoing decision-making about actions to advance housing security; serve across levels and sectors—for strategy, policy, program design, service provision, and for local, regional, and state; help navigate aspects of the response that can seem to be contradictory and reduce adversarial approaches to finding solutions; and create conditions that balance flexibility for different parts of the complex response to housing insecurity with consistency for the response as a whole. Taken together, guiding principles contribute to a comprehensive approach to advancing housing security.

- Guiding Principle A:** Foster productive narratives around housing security and homelessness.
- Guiding Principle B:** Mobilize a multi-sector response to advance housing security.
- Guiding Principle C:** Respond to the holistic and interdependent nature of housing security.
- Guiding Principle D:** Design the response to housing insecurity around what people and communities need to thrive.
- Guiding Principle E:** Undo the harm of structural racism and other forms of systemic disadvantage that produce housing inequity.
- Guiding Principle F:** Employ a sense of urgency about both meeting immediate needs and initiating steps for long-term progress.
- Guiding Principle G:** Amplify the influence of those most affected by homelessness and housing instability.
- Guiding Principle H:** Create conditions that reduce competition and facilitate cooperation.
- Guiding Principle I:** Address the inability of the housing market to meet housing needs.
- Guiding Principle J:** Sustain the response to housing insecurity through stability in infrastructure, relationships, and appropriately scaled resources.
- Guiding Principle K:** Prepare to adapt to changing circumstances, unanticipated disruptions, and new knowledge.

Recommendations and Opportunities for Sustained Progress Towards Housing Security

Section 6 of HB1277 called for facilitated discussions to inform options and recommendations for a long-term strategy, including clarity on roles and responsibilities, and considerations of the manner in which investments should be made.

The following recommendations were developed and informed by the knowledge and expertise of a myriad of individuals with knowledge or experience of programs and policies related to homelessness and housing instability, and by the project team’s experience in supporting collaborative efforts. Recommendations and opportunities are organized in the following categories:

- ◆ opportunities for State partnership with Tribal Governments;
- ◆ set the strategy up for success;
- ◆ respond to the continuum of housing needs;
- ◆ respond holistically to people’s needs;
- ◆ bolster systems and workforce capacity and stability; and
- ◆ foster accountability and manage performance, and adapt over time.

Collectively, these recommendations embody actions in a more holistic approach to housing security, where entities and actors consider the common set of guiding principles described in this report. The following recommendations provide guidance for the State—the Legislature, Office of the Governor, and agencies—to lead and encourage a more coordinated framework; and for entities and organizations across sectors and levels to adopt conceptual shifts and guiding principles, in the actions they take according to their roles.

Opportunities for State Partnership with Tribal Governments

The State of Washington and federally recognized tribes have government to government relationships and these relationships recognize and respect the sovereignty of the other. Within that context, this section presents themes emerging from participant conversations for how the State could better partner with tribal governments in a long-term effort to advance housing security.

Set the Strategy up for Success

Recommendation 1

Multiple Successes: Recognize multiple, co-existing ways of understanding success.

Recommendation 2

Clarity of Total Investment and Benefit: Capture and communicate the comprehensive investments that advance housing security, the benefits they yield, and for whom.

Recommendation 3

Experiential Expertise: Amplify the insights and expertise of those affected by homelessness and housing instability by supporting them to participate in making decisions about, implementing, and assessing the performance of laws, policies, programs, and services related to housing insecurity.

Respond to the Continuum of Housing Needs

Recommendation 4

Housing Options: Expand the supply, variety, location, and quality of supported options and pathways for shelter, temporary, and longer-term housing, to better match people to their types and level of need and to their preferences.

Recommendation 5

Supply of Affordable Housing: Adopt strategies that align homelessness services and housing assistance with increasing the supply of affordable housing for rental and ownership. Allocate more funds to be used for operations and maintenance to preserve the current stock of subsidized and affordable housing.

Recommendation 6

Equitable Access to Housing: As policies are implemented to increase the supply of affordable housing, ensure equitable access for those transitioning from homelessness and most at risk of housing instability.

Recommendation 7

Geographic Variability: Accommodate the ways in which housing challenges manifest differently in different places.

Key actions include:

Local Affordability: Allow local communities to determine what is considered affordable housing and fair market pricing based on their local economic conditions.

Local Affordable Housing Solutions: Support local rental property owners and local builders/developers with risk mitigation and tailored incentives to participate in sustaining a robust stock of high-quality local affordable housing.

Recommendation 8

Cooperation Across Jurisdictions: Incentivize greater cooperation across geographic and political jurisdictions.

Respond Holistically to People's Needs

Recommendation 9

Coordinated Pathway: Create a coordinated pathway system that cultivates operational connections among entities working on outreach, entry into the homelessness response system, placement in housing, and longer-term housing stability.

Key actions include:

Infrastructure for Coordination: Directly support the infrastructure and effort required for active coordination and sustained relationships among local implementing organizations.

State and Local Engagement: Increase engagement across state and local levels to clarify policies, practices, and criteria for coordinated systems.

Recommendation 10

Holistic Eligibility: Reconfigure eligibility criteria using a cross-sector, multifactorial, periodic assessment designed to help people access the supports they need over time to synergistically stabilize their housing, health, behavioral health, and socioeconomic circumstances.

Key actions include:

Income Eligibility Gap: Supplement housing assistance eligibility beyond federal income limits to compensate for the locally disproportionate mismatch between household income and housing costs.

Income Eligibility Cliff: Extend housing assistance eligibility to replace binary thresholds with a sliding scale to help people gradually transition to housing stability as their socioeconomic stability also gradually improves.

Recommendation 11

Person-Centered Navigation: Evolve current case management and care navigation efforts into a cross-sector navigation system that responds to the specific needs of individuals and households and follows them longitudinally as those needs evolve.

Recommendation 12

Circumstances of Precarious Housing: Expand investments that stabilize individuals or households with circumstances of precarious housing.

Key actions include:

Bridging Support: Provide bridging grants or loans for unanticipated expenses that may supersede making rent or mortgage payments on time.

Eviction Mitigation: Shift from policies that merely prohibit eviction to add comprehensive prevention strategies that mitigate the reasons for and impacts of impending eviction for tenants, neighbors, and property owners/managers.

Bolster Systems and Workforce Capacity and Stability

Recommendation 13

Diversity in Implementation: Increase the diversity of and cooperation among organizations and entities in the public, nonprofit, and private sector with the potential to contribute to the response to housing insecurity.

Recommendation 14

Financial Stability of Implementers: Foster the financial stability of those implementing the response to housing insecurity by offering a range of funding models to variety of grantees and partners.

Recommendation 15

Working Conditions: Improve working conditions and supports for the frontline workers who directly provide homeless services and housing assistance.

Recommendation 16

Core Competencies: Establish universal core competencies in culturally responsive, anti-racist, and trauma-informed practices for providers, administrators, and leaders across sectors, and regularly provide the training needed to put those competencies into practice.

Foster Accountability, Manage Performance, and Adapt Over Time

Recommendation 17

Alignment of Policymaking: Assess laws and policies in all areas of government for the potential to affect housing security and assess housing laws and policies for their potential to affect interrelated goals in other areas.

Key actions include:

Policy Coordination: Support closer coordination among those who set and implement policies for interdependent forms of assistance within and across levels of government.

Alignment with Poverty Reduction Strategies: Cooperate to implement strategies that mutually reduce poverty and housing insecurity.

Recommendation 18

Knowledge Management Framework: Develop a comprehensive framework for the role of knowledge and learning in the State's efforts to advance housing security, including performance monitoring, focused evaluation, a prioritized research agenda, and avenues for knowledge sharing.

Key actions include:

Diversity of Knowledge: Draw on complementary sources of information to design, implement, and monitor policies, programs, and services.

Connect Research and Practice: Create opportunities for dialogue and cooperation among the research and evaluation communities and the policy and practice communities.