



SEATTLE CITY COUNCIL

Public Safety and Human Services Committee

Agenda

Tuesday, December 13, 2022

9:30 AM

Public Hearing

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

Lisa Herbold, Chair
Andrew J. Lewis, Vice-Chair
Teresa Mosqueda, Member
Sara Nelson, Member
Alex Pedersen, Member

Chair Info: 206-684-8801; Lisa.Herbold@seattle.gov

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SEATTLE CITY COUNCIL
Public Safety and Human Services Committee
Agenda
December 13, 2022 - 9:30 AM
Public Hearing

Meeting Location:

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

Committee Website:

<http://www.seattle.gov/council/committees/public-safety-and-human-services>

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 and Public Hearing 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 and Public Hearing period at the meeting at <http://www.seattle.gov/council/committees/public-comment>. Online registration to speak will begin two hours before the meeting start time, and registration will end at the conclusion of the Public Comment and Public Hearing 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.

Submit written comments to Councilmember Herbold at Lisa.Herbold@seattle.gov

Please Note: Times listed are estimated

A. Call To Order

B. Approval of the Agenda

C. Public Comment

(20 minutes)

D. Items of Business

1. [Appt 02422](#) **Appointment of Mary Ruffin as member, Community Police Commission, for a term to December 31, 2024.**

Attachments: [Appointment Packet](#)

Briefing, Discussion, and Possible Vote (5 minutes)

Presenters: Joel Merkel, Community Police Commission Co-Chair;
Newell Aldrich, Aide to Councilmember Herbold

2. [Appt 02417](#) **Appointment of Adrian Z. Diaz as Seattle Police Chief.**

Attachments: [Appointment Packet](#)

Supporting

Documents: [Responses to Council Questions](#)

Briefing, Discussion, and Possible Vote (45 minutes)

Presenter: Senior Deputy Mayor Monisha Harrell

3. **SDCI Unreinforced Masonry Program Update**

Supporting
Documents:

[SDCI Memo, 4th Quarter 2022 Update](#)

Briefing and Discussion (20 minutes)

Presenters: Nathan Torgelson, Director, Kai Ki Mow, and Amanda Hertzfeld, Seattle Department of Construction and Inspections; Erika Lund, Office of Emergency Management; Peter Nitze and Lisa Nitze, ASAP (Alliance for Safety, Affordability and Preservation)

4. **2023 Draft Annual Action Plan**

Supporting
Documents:

[Draft 2023 Annual Action Plan](#)
[HSD Memo](#)

Public Hearing (10 minutes)

Presenters: Debra Rhinehart, Human Services Department; Aly Pennucci, Council Central Staff

E. Adjournment




Legislation Text

File #: Appt 02422, **Version:** 1



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: Mary Ruffin		
Board/Commission Name: Community Police Commission		Position Title: Member
<input checked="" type="checkbox"/> Appointment OR <input type="checkbox"/> Reappointment	City Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Appointing Authority: <input checked="" type="checkbox"/> City Council <input type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Fill in appointing authority</i>	Term of Position: * 1/1/2022 to 12/31/2024 <input checked="" type="checkbox"/> <i>Serving remaining term of a vacant position</i>	
Residential Neighborhood: South Lake Union	Zip Code: 98109	Contact Phone No.: [REDACTED]
Background: Mary Ruffin, is a community member who understands the long reaching impacts of police relations with communities of color. As both an undergraduate student and law student at the University of Washington, she held several leadership positions focused on advocating for my community. She currently serves as the Vice Chair for the Solid Ground Board of Directors and works as a Real Estate Law Clerk at Foster Garvey PC. She is eager to use her analytical skills and personal experience to aid the Commission's mission. She co-founded the Stronger Together Community Coalition. She testified in the Charleena Lyles inquest to provide her account of the events that took place on June 18, 2017, as her former neighbor. She has seen first-hand the immediate and long-lasting impacts of police-community relations.		
Authorizing Signature (original signature):  Date Signed (appointed): 11/23/2022	Appointing Signatory: Lisa Herbold Seattle City Councilmember	

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

MARY RUFFIN

EDUCATION

UNIVERSITY OF WASHINGTON SCHOOL OF LAW | Seattle, Washington | Juris Doctor, 2021

Honors & Activities:

Christine Gregoire Fellow
Washington State Minority and Justice Commission
Thurgood Marshall Mock Trial | Western Regional Champion (2018-2019, 2019-2020)
Black Law Students Association | President
National Black Law Students Association | Western Regional Mock Trial Director
Dean's Diversity, Equity and Inclusion Advisory Committee

UNIVERSITY OF WASHINGTON | Seattle, Washington | June 2015

Bachelor of Arts - Majors: Political Science and Law, Societies & Justice

Minors: International Studies and Human Rights

Irish Center for Human Rights - International Justice Study Abroad, Galway, Ireland and The Hague, Netherlands

Honors & Activities:

Dean's List | 9/14 quarters
University of Washington Faculty Council on Multi-Cultural Affairs, ASUW Representative
University of Washington Black Student Union

WORK EXPERIENCE

LAW CLERK, FOSTER GARVEY PC | January 2021 - Present

Law Clerk: Assist with representation of commercial and residential clients in lease transactions and buyers and sellers in commercial sale transactions. Drafted lease agreements, termination agreements, easements, operating agreements, and purchase and sale agreements.

JUDICIAL EXTERN TO THE HONORABLE SHERYL GORDON MCCLLOUD, WASHINGTON STATE SUPREME COURT | September 2020-December 2020

Judicial Extern: Drafted judicial orders in civil and criminal cases. Researched applicable law and prepare memoranda for motions heard with and without oral argument. Interfaced with the Judge regarding complex legal issues and make recommendations based on precedent and practical considerations.

CO-FOUNDING MEMBER, STRONGER TOGETHER COMMUNITY COALITION | June 2017 – September 2019

Co-founding Member: Co-founded North Seattle community coalition to empower marginalized residents to advocate for improved housing, education and distribution of city funding. Researched city budgets and ordinances related to the City of Seattle budgeting and appropriations process and drafted informational materials for residents.

YOUTH OUTREACH COORDINATOR, SEATTLE HOUSING AUTHORITY | August 2017 – December 2017

Youth Outreach Coordinator: Facilitated social service events for young adults residing in Seattle Housing Authority communities in South Seattle. Developed job and educational opportunity newsletter for residents. Established partnerships between residents and local service organizations specializing in educational access and job training.

INTERN, KING COUNTY SEXUAL ASSAULT RESOURCE CENTER | June 2014 – November 2016

Court Watch Intern: Observed and provided confidential written feedback on court proceedings to supervisors and King County Superior Court judges. Conducted research on individual cases, court practices, and procedures. Met with legislators to discuss research and Court Watch findings in relation to sexual assault protection orders.

ACTIVITIES

VICE CHAIR, SOLID GROUND BOARD OF DIRECTORS | Seattle, Washington | July 2021 - Present

Community Police Commission

21 Members: Pursuant to **125315**, *all* members subject to City Council confirmation, **3**

- **7** City Council-appointed
- **7** Mayor-appointed
- **7** Other Appointing Authority-appointed (specify):

Changes that were made: including for clarity between departments. Delete upon reviewing.

1. Prachi Dave needs to be reassigned to Seat 3 as our Public Defense seat and as intended in the initial appointment process. Please readjust during next appointment hearing.
2. Seat 6 should be vacant, and we are actively recruiting based on correction to seat. Please adjust during the next appointment hearing.
3. Seat 7 should be vacant and Commissioner Joel Merkel who's a City Council appointee should be moved to seat 11.
4. Seat states Council seat due to Commissioner Merkel being a Council appointee, however moving forward this will reflect as a Mayoral seat making the 7/7/7 split reflective.
5. Please refer to footnote 3.

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
	F		1.	Member	Asha Mohamed	1/1/20	12/31/22	2	Mayor
			2.	Member	Patricia L. Hunter	1/1/21	12/31/23	1	City Council
			3.	Public Defense	Prachi Vipinchandra Dave	1/1/21	12/31/23	2	CPC
2	F		4.	Member	Suzette Dickerson	1/1/21	12/31/23	2	Mayor
			5.	Member	Douglas E. Wagoner	1/1/21	12/31/23	2	City Council
			6.	Civil Liberties	Vacant	1/1/21	12/31/23	1	CPC
			7.	Member	Vacant	1/1/22	12/31/24	1	Mayor
			8.	Member	Mary Ruffin	1/1/22	12/31/24	1	City Council
4	M		9.	Member	Vacant	1/1/20	12/31/22	1	CPC
2	F		10.	Member	Harriett Walden	1/1/19	12/31/21	3	Mayor
			11.	Member	Joel Merkel	1/1/22	12/31/24	1	City Council
7	M		12.	Member	Joseph Seia	1/1/19	12/31/21	2	CPC
9	F		13.	Member	Vacant	1/1/22	12/31/24		Mayor
			14.	Member	Le'Jayah Washington	1/1/22	12/31/24	1	City Council
2	M		15.	SPOG	Mark Mullens	1/1/20	12/31/22	1	CPC
			16.	Member	Vacant	1/1/20	12/31/22		Mayor
3	NB	3	17.	Member	Alina Santillan	1/1/20	12/31/22	2	City Council
			18.	SPMA	Vacant	1/1/20	12/31/22		CPC
			19.	Member	Jeremy Wood	1/1/22	12/31/23	1	Mayor
			20.	Member	Tascha R. Johnson	1/1/20	12/31/22	1	City Council
2	F		21.	Member	Erica Newman	1/1/20	12/31/22	1	CPC

SELF-IDENTIFIED DIVERSITY CHART

(1) (2) (3) (4) (5) (6) (7) (8) (9)

	Male	Female	Transgender	NB/ O/ U	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor		5				2		2					2
Council	1	1	1			2	1						1
Other	4	2			1	2			1	1	1		
Total	5	9	1		1	6	1	2	1	1	1		3

Key:

***D** List the corresponding *Diversity Chart* number (1 through 9)

****G** List *gender*, **M**= Male, **F**= Female, **T**= Transgender, **NB**= Non-Binary **O**= Other **U**= Unknown

RD Residential Council District number 1 through 7 or N/A

Diversity information is self-identified and is voluntary.



Legislation Text

File #: Appt 02417, **Version:** 1

Appointment of Adrian Z. Diaz as Seattle Police Chief.

The Appointment Packet is provided as an attachment.

City of Seattle



Chief of Police

Seattle Police Department

**Confirmation Packet
October 17, 2022**

Adrian Diaz



October 17, 2022

The Honorable Debora Juarez
President, Seattle City Council
Seattle City Hall, 2nd Floor
Seattle, WA 98104

Dear Council President Juarez:

It is my pleasure to transmit to the City Council the following confirmation packet for my appointment of Adrian Diaz as Chief of the Seattle Police Department.

The materials in this packet are divided into two sections:

A. Adrian Diaz

This section contains Adrian Diaz's appointment and oath of office forms, his cover letter and resume and the press release announcing his selection.

B. Background Check

This section contains the report on Adrian Diaz's background check.

Seattleites have clear expectations for the Seattle Police Department: effective public safety, meaningful community engagement, and a commitment to accountability and continuous improvement. They deserve a leader who will wake up every day to make those expectations a reality. Following a comprehensive national search for Seattle's next permanent Chief of Police, I am confident that Adrian Diaz will provide the leadership necessary to advance these critical priorities and make Seattle safe for all residents.

Interim Chief Adrian Diaz has been a dedicated member of the Seattle Police Department for more than two decades. His work building relationships that bridge divides can be seen across the Department and in every neighborhood in Seattle. Interim Chief Diaz began his career in Patrol, the Mountain Bike Unit, and the Anti-Crime Team before joining the Investigations Bureau. He is also a Master Defensive Tactics instructor at the Washington State Criminal Justice Training Commission. He served as Assistant Chief of the newly created Collaborative Policing Bureau before being promoted to the Deputy Chief and Interim Chief of Police. Chief Diaz holds a Bachelor of Arts in criminal justice from Central Washington University and a Master of Public Administration from the University of Washington. He has completed programs at the FBI's National Executive Institute, Major Cities Chiefs Associations Police Executive Leadership Institute, the Cascade Executive Program, and the Senior Management Institute of Policing. Interim Chief Diaz has authored numerous articles in national publications about community policing, misdemeanor justice, and juvenile justice. He is a leader committed to building relationships with all people served by SPD, which is why he created the Department's Before the Badge training program.

I nominated Adrian Diaz for the Council's consideration after extensive stakeholder engagement, as outlined below. In May of this year, I established a Police Chief Search Committee. The Search Committee met six times between June and August, where they established evaluation criteria, reviewed applicant materials and interviewed their preferred candidates. Committee members included:

- Council President Debora Juarez, Seattle City Council
- Councilmember Lisa Herbold, Seattle City Council
- Lieutenant Scott Bachler, Seattle Police Management Association
- Prachi Dave, Policy and Advocacy Director, Public Defender Association; Commissioner, Community Police Commission
- Gabe Galanda, Managing Lawyer, Galanda Broadman, PLLC
- Erin Goodman, Executive Director, SODO Business Improvement Area
- Esther Lucero, Chief Executive Officer, Seattle Indian Health Board
- Jim Pugel, former SPD Chief of Police
- Robert Saka, Attorney
- Rachel Smith, President & CEO, Seattle Metropolitan Chamber of Commerce
- Mary Ellen Stone, Chief Executive Officer, King County Sexual Assault Resource Center
- Reverend Harriett Walden, Founder, Mothers for Police Accountability; Co-Chair, Community Police Commission
- Natalie Walton-Anderson, Criminal Division Chief, Seattle City Attorney's Office
- Bishop Reggie Witherspoon, Mount Calvary Christian Center

The Seattle Department of Human Resources retained the firm *Public Sector Search & Consulting* to aid in conducting a national search for police chief candidates. Using an online community survey, feedback was solicited and received from Seattleites to ensure community voices from every neighborhood had the opportunity to be heard. The survey was made available in English, Amharic, Chinese (traditional), Korean, Somali, Spanish, and Vietnamese. Over 1,300 Seattleites provided their input. Further, we hosted seven community conversations, both virtually and in person, to delve deeper into what Seattleites were seeking in their next Chief. Summary notes from the forums are available [here](#), [here](#), and [here](#). Utilizing that feedback, the search committee narrowed the list of applicants to their top five. In early September, the top five candidates underwent a competitive examination and were evaluated by four [public safety experts](#). The evaluators unanimously narrowed the candidates down to the top three finalists for my consideration, as required by the City Charter. In September, the candidates participated in a [live-streamed and recorded public forum](#) moderated by Brian Callanan, who asked questions submitted by interested community members. Key members of my administration and representatives from our accountability partners also had the opportunity to meet with the three finalists. After considering feedback from the community, the search committee, accountability partners, and key stakeholders, and after meeting with the candidates myself, it was clear that Adrian Diaz was the right choice to respond to concerns about crime and safety and to drive the effective response that will make a real impact for all Seattleites.

I trust that after considering Interim Chief Diaz's application materials, reflecting on your past experiences working with him, and following Councilmember Herbold's diligent Public Safety and Human Services Committee review, you too will agree that he will provide the leadership we need as our permanent Seattle Police Chief. Adrian Diaz will be an instrumental partner as we move to the next phase of reform, ensure accountability, and drive innovative efforts to develop diversified emergency responses.

Lastly, I would like to express my profound gratitude to the Search Committee members who offered their time and valuable insight. Their work helped lead to the nomination of the credentialed leader I've referred for your review today.

If you have any questions about the attached materials or need additional information, Senior Deputy Mayor Monisha Harrell would welcome hearing from you. I appreciate your consideration.

Sincerely,

A handwritten signature in cursive script that reads "Bruce A. Harrell". The signature is written in black ink and is positioned above the printed name and title.

Bruce A. Harrell
Mayor of Seattle

SECTION

A



September 20, 2022

Adrian Diaz
Seattle, WA
Transmitted via e-mail

Dear Adrian,

It gives me great pleasure to appoint you to the position of Chief of Police at an annual salary of \$309,734.

Your appointment as Chief is subject to City Council confirmation; therefore, you will need to attend the Council's confirmation hearings. Once confirmed by the City Council, you serve at the pleasure of the Mayor.

Your contingent offer letter provided employment information related to the terms of your employment, benefits, vacation, holiday and sick leave.

I look forward to working with you in your role as Director and wish you success. We have much work ahead of us, and I am confident that the Department will thrive under your leadership.

Sincerely,


A handwritten signature in black ink that reads "Bruce A. Harrell".

Bruce A. Harrell
Mayor of Seattle

cc: Seattle Department of Human Resources file



City of Seattle Department Head Notice of Appointment

Appointee Name: <i>Adrian Diaz</i>		
City Department Name: <i>Seattle Police Department</i>	Position Title: <i>Chief of Police</i>	
<input checked="" type="checkbox"/> Appointment <i>OR</i> <input 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>Specify appointing authority</i>	Term of Office: <i>City Council Confirmation to Mayor's Discretion</i>	
Legislated Authority: <i>Seattle City Charter Article VI. Sec. 2</i>		
Background: Interim Chief Adrian Diaz has been a dedicated member of the Seattle Police Department for more than two decades. His work building relationships that bridge divides can be seen across the Department and in every neighborhood in Seattle. Interim Chief Diaz began his career in Patrol, the Mountain Bike Unit, and the Anti-Crime Team before joining the Investigations Bureau. He is also a Master Defensive Tactics instructor at the Washington State Criminal Justice Training Commission. He served as Assistant Chief of the newly created Collaborative Policing Bureau before being promoted to the Deputy Chief and Interim Chief of Police. Chief Diaz holds a Bachelor of Arts in criminal justice from Central Washington University and a Master of Public Administration from the University of Washington. He has completed programs at the FBI's National Executive Institute, Major Cities Chiefs Associations Police Executive Leadership Institute, the Cascade Executive Program, and the Senior Management Institute of Policing. Interim Chief Diaz has authored numerous articles in national publications about community policing, misdemeanor justice, and juvenile justice. He is a leader committed to building relationships with all people served by SPD, which is why he created the Department's Before the Badge training program.		
Date of Appointment: <i>10/17/2022</i>	Authorizing Signature (original signature): 	Appointing Signatory: <i>Bruce A. Harrell</i> <i>Mayor</i>



CITY OF SEATTLE ▪ STATE OF WASHINGTON
OATH OF OFFICE

State of Washington

County of King

I, Adrian Diaz, swear or affirm that I possess all of the qualifications prescribed in the Seattle City Charter and the Seattle Municipal Code for the position of the Chief of Police; that I will support the Constitution of the United States, the Constitution of the State of Washington, and the Charter and Ordinances of The City of Seattle; and that I will faithfully conduct myself as the Chief of Police.

Adrian Diaz

Subscribed and sworn to before me

this ____ day of _____, 2022.

[Seal]

Elizabeth M. Adkisson, Interim City Clerk

July 5th, 2022

Public Sector Search and Consulting
6520 Lonetree Blvd., Suite 1040
Rocklin, CA 95765

Dear Selection Committee:

It is with great honor that I submit my application for the position of Chief of the Seattle Police Department.

We are at a critical and generational pivot point in evaluating the role that traditional policing should play in creating safe communities. The civil rights reckoning that followed the murder of George Floyd inspired and accelerated much-needed reforms in police practices and accountability, but also laid bare the glaring truth that our national reliance on police to patch together the many tears in our social fabric is patently unsustainable. For those of us who have dedicated not simply our careers, but to large extent our lives, to serving our communities, the impact on the profession of policing by two years of political strife, economic strain, and deep soul-searching cannot be overstated: Over half of the major cities in this country saw the departure of experienced chiefs. While not unique to policing, departments nationwide are addressing historic losses in staffing and hiring challenges. Data reflect the largest increase in violent crime saw the largest increase in over two decades – disproportionately impacting those communities already suffering from unacceptable levels of violence and social challenges. Broken promises to build robust community mental health systems and unsuccessful efforts to address the public health crisis around the increasingly potent synthetic narcotics that flood our communities have been exacerbated by the collective strain of the pandemic.

At this moment of societal inflection, it is imperative that Seattle identify a police executive with demonstrated ability and commitment lead the Seattle Police Department with transparency, empathy and compassion, and in committed partnership with City and community leaders. Seattle demands and deserves a police chief with a record of confronting the challenges of increasing crime while continuing to advance the commitments ingrained under the federal Consent Decree that have positioned SPD solidly on the leading edge of iterative police reform. Seattle's police chief must ensure that the department remains grounded on a foundation of accountability – to the community, to our city partners, and to the men and women of the department by ensuring that across all ranks, sworn and civilian, employees are provided the training, resources, and support to drive success. The challenges of this decade to build a new model of policing and public safety demand a leader committed to innovation, working with a community they love, and invested in ensuring everyone has the opportunity to thrive. I believe I embody, and have demonstrated, these qualities.

I have served as the Interim Chief of Police since my appointment was announced on August 12, 2020, transitioning to this position amidst a combination of events creating challenges at a level the city and department have never faced. To rebuild trust, both with the community and

within a department that was abjectly shattered, I knew we had to hit a reset button, We could not move forward without honestly acknowledging and rightly apologizing for the impact of our response to the demonstrations of 2020.

Above all, we needed to establish restorative dialogues with the community and sustain these listening sessions. By my second month as Interim Chief, after listening to stakeholders inside and outside the department, I worked with my team of dedicated professionals, sworn and civilian, to implement a new model of crowd management. The new approach helped to ensure that we were able to both support the right to free expression and protect life and property, without resorting to crowd control tools. Equally as challenging was balancing the need to ensure officers could respond to 911 calls for help in a timely and safe manner, while also providing the other services expected of us by the community. To do this, I made the difficult decision to move personnel back to patrol, downsizing or standing down several specialty units, and borrowing staff from number of follow-up units. While we strive for agility in how we maximize our sworn resources to meet the demands of both 911 response and downstream needs, from crisis also emerges opportunity, as we now look across the department for opportunities to build up our non-sworn capacity to supplement and support the work of our sworn personnel.

I set out a vision for the Seattle Police Department that is focused on continuous improvement, innovation, and teamwork. I have been fortunate throughout my career, and over the past twenty months as interim chief, to work with, support, and be supported by colleagues who share a commitment to making this city a better place for all and who believe that from rigorous debate can emerge collective brilliance. I am proud that notwithstanding our challenges, we have continued our commitment to ensure this department continued to function as a learning organization that drives measurable change. For example, over the last twenty-one months, we have achieved:

- A sustained 48% reduction in the use of force (2015-2021), with a nearly 50% reduction in complaints to the Office of Police Accountability.
- A substantial increase in resources to build a more comprehensive Officer Wellness program.
- Implementation of a Relational Policing Model, focused on a social emotional learning, brain development and trauma-informed approaches to training new police officers for meaningful organizational transformation, with the launch of SPD's community-centered "D Before the Badge" pre-academy program in May 2022.
- Development of an Equity, Accountability, Quality (EAQ) Risk Management program, a first-of-its-kind, nationally lauded program that tests and leverages data-driven models to identify and address disparities in enforcement activities in real time.
- A Gun Violence Reduction Strategy that reduced homicides by 15% in one year.
- A Risk Mitigation Assessment Matrix for alternative response to policing.
- A critical incident response to gun violence that partners with non-government organizations to reduce retaliatory gun violence

I have had the deep privilege to lead the Seattle Police Department through some of the toughest times in our history, and I am proud that with the support of our City administration, we are emerging stronger, more cohesive, and inspired Seattle is a beacon for innovation, it is the home where my wife and I are raising our three children, and it would be the honor of a lifetime to continue my career-long passion to make our community a safe, healthy, place where all belong and can thrive.

With deep appreciation for your consideration, I submit my application with honor and humility.

ADRIAN Z. DIAZ

CHIEF OF POLICE

Dedicated public safety leader with 25 years of experience protecting the community and implementing gun violence reduction strategies, youth empowerment, and mental health initiatives. Empowers teams through demonstrated leadership and outreach development programs serving as a catalyst to help ethnic/identity-based communities.

EXPERIENCE

2020- Present	SEATTLE POLICE DEPARTMENT Chief of Police	SEATTLE, WA
	<p>The City of Seattle is the largest city in the State of Washington and the 18th largest city in the United States with a population of over 734,000. The city covers 87 square miles of land and 59 square miles of both fresh and salt waterways. The Seattle Police Department has a \$360 million-dollar budget and 1,450 employees (1,100 sworn/350 civilian) working across six operational bureaus, each managed by an Assistant Chief.</p> <ul style="list-style-type: none">• Ensured the department-maintained services in the face of historic reductions in staffing and budget, including coordinating a department-wide reorganization• Re-established full and effective compliance with federal consent decree• Revamped crowd management policies and procedures to include a public order engagement team reducing the need for the use of crowd control tools.• Oversaw a reduction in the use of force by 48% in 2021 compared to 2015. Office of Police Accountability complaints down near 50%• Implementing a Relational Policing Model, focused on a social emotional learning, brain development and trauma informed approach to training new police officers for meaningful organizational transformation• Created the Equity, Accountability, Quality (EAQ) Risk Management model, becoming the first police agency in the country to develop and test a data-driven model of identifying and addressing disparity in enforcement in real time• Coordinated a Gun Violence Reduction Strategy that reduced homicides by 15% in one year• Oversaw the creation of a Risk Mitigation Assessment Matrix for alternative responses to policing• Oversaw critical incident response to gun violence with non-profits to reduce retaliatory gun violence• Serves on the Board of Directors for the International Association of Chiefs of Police (IACP) and Vice Chair for the Human and Civil Rights Committee – IACP• Commission member to the National Commission On COVID-19 and Criminal Justice led by Chair Hon. Ret. AG Loretta Lynch and Hon. Ret. AG Alberto Gonzalez• Committees and Board Members: Law Enforcement Immigration Task Force (LEITF), Alliance for Gun Responsibility, Salvation Army, Visit Seattle, 2023 MLB All Star, 2026 FIFA Human Rights Committee	
2020	SEATTLE POLICE DEPARTMENT Deputy Chief of Operations	SEATTLE, WA
	<ul style="list-style-type: none">• Primary function was to manage operations by providing leadership, guidance, supervision, and direction to the five Assistant Chiefs. Oversaw the management, administration, planning, coordination and strategy for the five major operational bureaus of the SPD: Patrol Operations, Criminal Investigations, Homeland Security, Collaborative Policing and Special Operations• Coordinated police department's efforts for COVID Pandemic• Coordinated SPD Budget – COVID Budget Reductions – Reimagining Policing/Defunding Discussions• Directed consent decree reform efforts	
2018- 2020	SEATTLE POLICE DEPARTMENT Assistant Chief of the Collaborative Policing Bureau	SEATTLE, WA
	<ul style="list-style-type: none">• Spearheaded bureau initiatives to address homelessness and mental health issues through community program development and case management connection to appropriate services• Championed de-escalation techniques and training, working cross-functionally with various departments to drastically reduce use of force to 0.15% during 850K+ dispatched calls	

- Conducted seven-day operations and navigation services to assist homeless citizens into shelters, reducing large unsheltered encampments and addressing property & public health issues surrounding the topic
- Implemented crisis response units to combat mental health stigmas and patterns addressing root causes by identifying process gaps in traditional response methods. Successfully enacted use of force reforms in accordance with the 2012 Consent Decree
- Monitored and oversaw Seattle Police Department's Re-Entry Initiative to include program expansion addressing opioid epidemic and addiction

Select Achievements:

- Created a new bureau in the police department that incorporated Homeless (Navigation Team) Outreach, Community Outreach, Public Affairs, and the Crisis Response Unit
- Revitalized new Community Service Officer (CSO) program by recruiting and training 15 officers on three pillars of Community Engagement, Referral Navigation, and Youth Engagement & Diversion
- Served as Community Engagement Lead for Collaborative Reform propelling community support to 74% approval rating (2018) compared with 60% (2013); African American community approval increased from 49% to 72% in the same time period
- Established Seattle Police Activities League (SEAPAL), serving 800+ youth annually providing organized mentorship programs and youth employment
- Developed Community History Institute in the Chinatown/International District area, coordinating department-wide training with the Northwest African American Museum
- Oversaw the creation and grant process of first Police Department Women's Re-Entry Program, the "If Project" helping to empower returning to community from incarceration
- Developed SPD participation in the Immigrant Family Institute and Strengthening Families receiving national recognition by the Police Executive Research Forum for an in-depth publication
- Conducted three facility remodels for three units, including Crisis Response and the Mounted Unit
- Raised and administered funding of \$250K from private donors by demonstrating the positive community-based outcomes of a facility renovation

2017-
2018

SEATTLE POLICE DEPARTMENT

SEATTLE, WA

Aide to the Chief of Police / Lieutenant

- Supervised and trained staff of officers responsible for providing patrol support, crime prevention, and community relations for the Community Outreach Section
- Oversaw grant initiatives for community-based incentives helping individuals and the city as a whole

2005-
2017

SEATTLE POLICE DEPARTMENT

SEATTLE, WA

Acting Sergeant/Full Sergeant/Acting Lieutenant

- Promoted to Acting Lieutenant in (2014) overseeing a squad of 25 after demonstrated success in Acting and Full Sergeant roles
- Assigned to patrol operations and Gang Unit's Investigation bureau, implementing violence and crime prevention programs, "West Side Story and South Park Action Agenda."
- Developed three Mayor initiatives utilizing Collective Impact Model to reduce referrals to Youth Service Center for violent juvenile offenses by 49%; reduced homicides from seven to zero over 10-year period
- Managed four nationally recognized projects, including SPD Safe Place, The IF Project/Second Chance Re-Entry, Seattle Youth Violence Prevention Initiative, and Micro-Community Policing Plan (MCPPI)
- Designed and coordinated Seattle's MCPPI Initiative, consisting of 57 plans and an evaluation process conducted by Seattle University
- Oversaw Community Outreach Section, including the Race and Social Justice Initiative, Community Outreach Unit, Youth Violence Prevention Unit, False Alarms, and Nightlife Coordination
- Facilitated community roundtable discussions for US Attorney General on "Building Trust in Communities & Juvenile Justice Issues," leading to department recognition for community-policing efforts
- Reduced and prevented youth and gang violence in Seattle through the collaboration of Alive and Free Street Outreach program and Seattle Seahawks

1997-
2005

SEATTLE POLICE DEPARTMENT

SEATTLE, WA

Police Officer & Trainer

- Performed special assignments in Advanced Training, Anti-Crime Team, Youth Violence Prevention, and Race and Social Justice. Executed assignments as Undercover Officer, Mountain Bike Patrol, Instructor in Constitutional Law, and Use of Force Trainer
- Established one-month leadership inter-exchange program with the Peruvian National Police and selected as police liaison to 37 consulates in Washington State

EDUCATION

UNIVERSITY OF WASHINGTON
Master's in Public Administration (MPA)

SEATTLE, WA

CENTRAL WASHINGTON UNIVERSITY
Bachelor of Arts in Law & Justice

SEATTLE, WA

SPEAKING ENGAGEMENTS & MEMBERSHIPS

- Composed publications for Vera Institute and Community Oriented Policing Services on the topics of building trust in immigrant communities, community policing, and juvenile justice & engagement.
- Conducted 5 IACP Presentations at the Annual IACP Conference.
- Presented to 80 researchers on Crisis Response & Micro Community Policing at the International Law and Mental Health, Rome (2019).
- Presented for NIJ/BJA and others on topics of Juvenile Justice, Community Policing, Mental Health, Homelessness, ERPO, and Gun Violence.
- Serve on Peer Review panel for St. Anthony's Technical Assistance, COPS Recruiting and Hiring, and Lessons to Advance Community Policing for the Community Oriented Policing Services Office.
- Featured speaker on "What's New in the Blue", a Community Oriented Policing Services podcast on micro-community policing plans.
- Human and Civil Rights Committee - International Association of Chiefs of Police
- Community Oriented Policing Service (DOJ COPS Office) National Development Team Lead (2011-2019) "Practicing Community Policing Toolkit - Line Officer Guide"
- CVE Workgroup - National Consortium for Advanced Policing
- Core Team Member - Mayor's Homeless Subcabinet Team
- President, Washington State Chapter National Latino Peace Officer Association (NLPOA) (2015 - Current)
- Community Outreach Consulting - Hillard Heintze - Baltimore Reform Efforts (2015)
- Commissioner - Minority and Justice - Commission Washington State Supreme Court (2015-2022)

EXECUTIVE TRAINING

- Federal Bureau of Investigation – National Executive Institute (2021)
- Police Executive Leadership Institute, Class #VII, Major Cities Chiefs Association, (3/2020)
- Anti-Defamation League - Advance Training School (2019)
- Senior Management Institute of Policing – Police Executive Research Forum (06/2018)

RECOGNITIONS & AWARDS

- Seattle University - Innovation in Criminal Justice Education Award (2017)
- Parent Map Magazine Superheroes Award - Being a champion in the community (2017)
- 2016 "Excellence" Award; 2007 "Community Ambassador" Award; 2005 "Community Ambassador" Nomination; 2004 "Team Excellence" Award
- Awarded NFL Hispanic Heritage presented by the Seattle Seahawks for Community Building (2016)
- Recipient of the International Association of Chiefs of Police/Cisco Community, a worldwide recognition for preventing and decreasing crime and terrorism by forging partnerships with communities (2016)
- Recognized by Attorney General Loretta Lynch for outstanding work in Community Outreach and Engagement with the Seattle Police Department (2016)
- Recognition Award by the Minority Chamber of Commerce for building community capability through resources and services allocation (2011/2012)

Mayor Harrell To Appoint Adrian Diaz Seattle Chief of Police

by [Jamie Housen](#) on September 20, 2022

Seattle – Today, Mayor Bruce Harrell announced that he will appoint interim Chief Adrian Diaz as the next permanent Chief of the Seattle Police Department, following an extensive national search and robust community engagement.

“Throughout this process, we’ve heard Seattleites’ clear expectations for the Seattle Police Department: effective public safety, meaningful community engagement, and a commitment to accountability and continuous improvement. I am confident that Chief Adrian Diaz will provide the leadership necessary to advance these critical priorities and make Seattle safe for all residents,” **said Mayor Harrell**. “We looked for candidates across the department and across the nation, elevated the voices of the community, and closely examined applicants’ qualifications and skills. Chief Diaz was the clear choice to respond to concerns about crime and safety and to drive the effective response that will make a real impact.”

“My commitment to lead the Seattle Police Department is based in community. I am committed to ensuring that community is at the forefront of all SPD’s work and engagement, and I am committed to ensuring the department restores safety city-wide,” **said Chief Adrian Diaz**. “I approach this work with optimism, mindful of the trust that was shattered by the events of 2020 following the murder of George Floyd, of the combined trauma of community and our officers alike, and of the long path towards reconciliation ahead of us – not just between SPD and community members, but also between the city, the department, and the men and women, sworn and civilian, who form the heart and soul of the SPD. I remain 100% committed to this department, the City of Seattle, and I look forward to working on behalf of all people as Chief of Police.”

The search for Seattle’s next chief [began in April](#) and included the [formation of a diverse search committee](#) made up of a wide array of stakeholders and community members. Throughout the summer, the City held numerous community engagement sessions, listening to and receiving input from the public, in addition to opening a survey for people to submit safety priorities and share their opinions. The search committee elevated five candidates, who were administered a competitive exam by public safety experts. The [three final candidates](#) were unanimously advanced to Mayor Harrell. Last week, Mayor Harrell and City stakeholders interviewed the final candidates after they participated in a [public question-and-answer forum](#).

Chief Diaz is a leader committed to building relationships with all people served by SPD, which is why he created the department’s [Before the Badge](#) training program. Before SPD’s new recruits attend the state’s mandatory Basic Law Enforcement Academy (BLEA) training, they first attend Before the Badge for community-based, peer-based, and introspective experiences that provide them a more comprehensive understanding of the people they will eventually swear to serve and protect. Chief Diaz also created the Equity, Accountability, and Quality (EAQ) Risk Management model which allowed SPD to become the first police agency in the country to develop and test a data-driven model of identifying and addressing disparities in enforcement.

As the newly named Interim Chief during the summer of 2020, Diaz also reworked SPD's crowd management policies and procedures to include a public order engagement team, reducing the need for the use of crowd control tools. The Chief oversaw a reduction in the use of force by 48% in 2021 compared to 2015, led the creation of a Risk Mitigation Assessment Matrix for development of diversified responses to policing, and oversaw critical incident responses to gun violence with local non-profit organizations to reduce retaliatory gun violence. Chief Diaz is respected by law enforcement leaders world-wide and serves on the Board of Directors for the International Association of Chiefs of Police (IACP). He is Vice Chair for the IACP's Human and Civil Rights Committee, is a member of the National Commission on COVID-19 and Criminal Justice, serves on the Law Enforcement Immigration Task Force (LEITF), and is a member of the Alliance for Gun Responsibility Committee.

"Chief Diaz embraces our **One Seattle** vision and will be an instrumental partner as we move to the next phase of reform, ensure accountability, and drive innovative efforts to develop diversified emergency responses," said **Mayor Harrell**. "Chief Diaz understands that our department must continue striving for excellence, reject bias and complacency, and act on the needs of our communities. He recognizes how hard our officers have been working and will use his professional and lived experience to create an inclusive, forward-looking culture at SPD. As permanent chief, he will bring new energy and innovation to delivering public safety services, [supporting victims and survivors](#), and [recruiting and retaining officers](#). I look forward to years of collaboration."

Chief Diaz will begin a neighborhood tour to build on and expand his strong and longstanding community ties. Chief Diaz's confirmation as permanent chief of police requires City Council confirmation.

WHAT PEOPLE ARE SAYING

Kathleen O'Toole, Former Seattle Chief of Police

"Sincere congratulations to Chief Diaz as he continues to lead the Seattle Police Department through these very challenging times. His long-recognized commitment to communities throughout the city will serve as a great foundation for his work going forward."

Rachel Smith, Seattle Metropolitan Chamber of Commerce President & CEO

"This comprehensive search process included a competitive mix of local and national candidates, and it was an honor to serve alongside such outstanding partners on the search committee. Throughout the process, Interim Chief Adrian Diaz demonstrated his commitment to community, his willingness to address challenges, and his readiness to serve – along with a strong foundation of trust with Mayor Bruce Harrell – all qualities that will be critical as Seattle's permanent police chief."

Reverend Harriett Walden, Mothers for Police Accountability Founder

"Chief Diaz became the interim chief at a very difficult time for Seattle. He took this opportunity and has worked very hard to keep Seattle safe, while being faced with the loss of so many officers and increases in crime. Mothers for Police Accountability will work with Chief Diaz to further public safety and police accountability in Seattle, and I hope that that the accountability partners – the CPC, the OIG, and OPA – will as well."

Dr. Brent Jones, Seattle Public Schools Superintendent

“Chief Diaz is the leader our schools need. He has led the Seattle Police Department in supporting our schools, not just to ensure safety but also to foster community. Chief Diaz is the leader in public safety our students need. In many years of partnership with the school district, he has led with character, empathy, and justice.”

Carmen Martinez, Duwamish Valley Youth Corps Manager

“I want to thank Mayor Harrell for elevating community and youth voices throughout this process and congratulate Chief Diaz on this well-deserved appointment. Residents were clear that we need Seattle Police Department leadership that listens, that cares, and that is committed to rebuilding trust with our community. Chief Diaz is that candidate and I look forward to closer partnerships and true collaboration with his permanent appointment.”

ABOUT CHIEF ADRIAN DIAZ

Chief Adrian Diaz has been a dedicated member of the Seattle Police Department for more than two decades. His work building relationships that bridge race, ethnicity, and every flavor of humanity can be seen across the Department and in every neighborhood in Seattle.

Chief Diaz began his career in Patrol, the Mountain Bike Unit, and the Anti-Crime Team before joining the Investigations Bureau. He is also a Master Defensive Tactics instructor at the Washington State Criminal Justice Training Commission. He served as Assistant Chief of the newly created Collaborative Policing Bureau prior to being promoted to the Deputy Chief and Interim Chief of Police.

Chief Diaz holds a Bachelor of Arts in criminal justice from Central Washington University and a Master of Public Administration from the University of Washington. He has completed the FBI’s National Executive Institute, Major Cities Chiefs Associations Police Executive Leadership Institute, the Cascade Executive Program, and the Senior Management Institute of Policing. Chief Diaz has authored numerous articles in national publications about community policing, misdemeanor justice, and juvenile justice.

SECTION

B



City of Seattle

Seattle Department of Human Resources

Kimberly Loving, Director

October 17, 2022

TO: Pam Inch – Senior Executive Recruiter

FROM: Annie Nguyen - Seattle Department of Human Resources

SUBJECT: Background check for Adrian Zane Diaz

The Seattle Department of Human Resources has received a copy of **Adrian Zane Diaz's** background check provided by First Check Applicant Screening through Seattle Police Department. There were no findings that would impact their employment eligibility.

Cc: Personnel File

Seattle Department of Human Resources

Seattle Municipal Tower, 700 5th Avenue Suite 5500, PO Box 34028, Seattle, WA 98124-4028
(206) 684-7999 • TTY:7-1-1 Fax: (206) 684-4157 • Employment Website: www.seattle.gov/jobs

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December 7, 2022

Via Email

City Council President Juarez and Members of City Council:

Thank you for the opportunity to respond to questions in advance of the Public Safety Committee hearing on December 13, 2022, and in anticipation of the full City Council hearing on January 3, 2022.

Below, please find my responses and I look forward to continuing our conversations for years to come.

Respectfully,

Adrian Z. Diaz
Chief of Police

Council Questions for Chief of Police Appointment

1. What will your top priorities be as permanent Police Chief?

Helping people is my top priority. Helping people in need within our diverse communities; helping victims of crime with effective responses and follow-up; helping our employees who are struggling in a variety of ways even as they work far too many hours trying to keep our city safe.

My mission is to continue to build a compassionate and empathetic department focused on serving and helping people by providing equitable and accountable services.

This will be accomplished by focusing on:

- Organizational Culture
 - Collaborative Reform
 - Accountability and,
 - Crime and Disorder
2. SPD has significantly fewer officers than at the start of 2020. Please explain your approach to staffing the department.

By any measure, SPD is understaffed. Even at the start of 2020, we were working hard to increase the size and capacity of the department to meet the needs of our growing city. COVID and the summer of 2020 created new challenges in policing and the department has been working hard to stay afloat and innovate new ways of providing public safety services given the loss of 35% of our workforce.

Staffing the department under these circumstances means constant triage – how to do more with less. Emergency response to people experiencing threats to life will always be prioritized, which is why I eliminated several specialty units and transferred detectives to patrol response in 2020. I also consolidated investigative sections to allow for cross-assignment of cases, prioritizing crimes against persons. We are working on moving more calls for service to online reporting and telephone reporting and are exploring the possibility of using Community Service Officers to conduct limited case reporting to free officers up for priority dispatching.

- a. Do you see the CSO program as a potential program for recruiting new officers into SPD? What expansions of this program would be necessary to develop it into such a recruitment pool?

The CSO program has historically been a pathway to recruiting new officers and we welcome our CSOs to apply for officer positions or other available opportunities in the police department. However, the program is important in its own right and we fully value and respect the work that CSOs do with our vulnerable populations and people in need. For that reason, we do not want to frame the program as a recruiting tool. The CSOs are a necessary part of SPD's approach to public safety.

- b. If the now underway external review of Criminal Investigations shows that there are too few staff for effective investigations, such as sexual assault, how will you address the situation? Would you move personnel from other places? If so, which kinds of units would be downsized (e.g., Patrol, Specialty Units, Operations Support)?

We are working hard within the department to triage our services with the resources we have even as we plan for the possibility of continued separations resulting in even fewer available officers. Based on the external review of our Investigations Bureau systems and processes, we will make appropriate difficult decisions as to what services we can provide; again, we will prioritize violent crimes against persons. Leaning into practices from other departments, we are also exploring the feasibility of supplementing the bureau with civilian support.

3. How can the Council support you in your retention efforts? Does Councilmember attendance at Roll Call meetings help with retention efforts? What topics would be most impactful for Councilmembers to share and discuss with officers?

Attracting and retaining officers requires making Seattle a more desirable city to work. This requires both a viable economic package and a promise that they will be welcomed into the City workforce as equal partners in keeping our city healthy and safe. On the economic side, the recent hiring incentives proposed by the Mayor and approved by Council are an important first step, as it will put us on par with other departments offering similar bonuses. Even so, however, Seattle is not the highest paying agency in Washington and lacks many of the additional incentives that give other departments a significant advantage.

I appreciate that the City is working on a comprehensive economic package for officers. As they alone among City employees have not had a raise in over three years. A new contract is critical, but so are educational incentives and development programs, wellness supports, career advancement opportunities, and better facilities (especially a modern training facility that values the complexity of and properly resources our training program).

We know from decades of research in organizational development that the primary reason people go into, and stay, in public service is because they want to do something with their lives that contributes meaningful to their communities – because they want the opportunity to make a difference. If people do not feel they are wanted, respected, or included, they will leave – it is that simple, no matter the economics. As Chief I will continue to pursue improvements to provide better working conditions and demonstrate to potential employees that we value the well-being and education of our officers. To answer the question as to how Council can support this effort, the single most important support the City Council could provide is to consistently recognize the Seattle Police Department and its employees as a necessary and valued part of the city ecosystem. Attending roll calls and going on ride-alongs to meet the officer and to better understand their work is always appreciated.

4. What role do you see for alternatives to policing in addressing community safety in Seattle?

I strongly support (and have supported) alternative response options. SPD created the co-responder model with mental health providers for crisis response in 2007, worked with the Crisis Intervention Committee to strategize best practices using local resources, and developed and re-developed the Community Service Officer Program. We engage with the King County Mobile Crisis Team and make over 20% of regional referrals of persons in crisis to that program. I have vocally supported the development of Health One and Triage One, which are complementary SFD programs. SPD is presently conducting a sophisticated call analysis, transparently and with academic review, to create a predictive risk assessment to inform the type of responder would be best suited to respond to or take lead on a particular event. Ultimately, a comprehensive approach to public safety, informed by evidence and thoughtful strategies, will benefit the whole community.

SPD also participates in a host of diversion programs including, but not limited to, LEAD, Mental Health Court, Drug Treatment Courts, and Veterans diversion programs. I have long understood and embraced that police are just one part of an ecosystem to support those in need within our community.

- a. Are you supportive of the dual dispatch pilot that the Council is collaborating with the Executive on in order to stand up next year? Would you ask SPOG to support it?

I have been tracking the development of this pilot and await more details as it progresses. However, I fully support co-responder models that meaningfully bring additional resources to bear in delivery of public safety services and certainly would discuss legitimate options with SPOG and encourage its participation.

- b. Do you think there are some low-level criminal calls (e.g., trespassing) that could receive a civilian response?

As we have set forth in the Risk Managed Demand analysis, there are many calls that are amenable to a safe, civilian response and categorized as Tier 4 within that analysis (e.g., recovery of abandoned vehicles and property). SPD would welcome additional resources for responding to low acuity public safety calls and support expanding the role for CSOs. However, we need to be cautious about assuming that an event is in fact “low level” based on its type - trespass, for example, was coded as a Tier 1 in RMD, meaning that a serious injury or death could be predicted for that call type (there were 834 calls that met this severity in the analysis). Based on that analysis, it does not appear prudent to send alternatives to that specific call type.

- c. On dual dispatch response, do you agree with the statement in the RMD analysis that says: “Under the tiered response model, STAR and CAHOOTS type resources would full under Tier 3. In these instances, the response ecosystem (e.g., police and fire) would be aware an alternate response was in progress and may stage nearby, able to rapidly intervene, but would not be in attendance.” Do you believe that an officer must approve a civilian response?

That statement in the RMD was descriptive and noted that the types of services provided by STAR and CAHOOTS were consistent with the Tier 3 design under NICJR. That model predicts that it would be safe, based on current data, to send a civilian responder to Tier 3 calls with police awareness. The RMD analysis is a learning system that will be refined as we begin dispatching alternative responders.

I do not believe that a civilian response must be approved by an officer, but without bargaining, it would be expedient to use officer referrals to dispatch CSOs and other alternative responders to appropriate Tier 3 calls. There are also many circumstances where a follow-up resource can be effectively deployed after an initial police response to stabilize the situation.

5. Overall crime has increased in Seattle. What approach do you have toward addressing and preventing crime, as well as violent crime compared to property crime?

As Interim Chief I have emphasized – and as Chief will continue to drive – strategies that are tailored to the nuances of Seattle’s criminogenic environment. For example, with partners in the justice system, SPD will use focused deterrence –evidence-based strategies that focus on persistent offenders, providing interventive alternatives for new, infrequent, or low-level offenders, while enforcement (including custodial arrest) is targeted towards repeat offenders. Such approaches offer restorative options of accountability where prudent while avoiding blanket police actions that have collateral impacts across communities.

I remain acutely aware that in many instances it is BIPOC communities that are disproportionately impacted by crime (especially violent crime), are among the loudest voices calling for increased police service, and yet our road to rebuilding relations in these communities is long. I take seriously my responsibility to ensure that equity and transparency remains at the core of our mission to be a trusted presence.

We have also witnessed success utilizing communities of practice – models that leverage expertise of community members with common interest in addressing a problem. Examples include the development of the South Park Action Agenda and the Seattle Youth Violence Prevention Initiative. Currently, we are utilizing this model to combat gun violence, partnering with community organizations to disrupt the potential for retaliatory shootings. As Interim Chief, it has been among my highest priorities to strengthen and, in some cases, repair, relationships to grow such partnerships. With the current challenges we face in our deployable staffing, these relationships are especially critical as a service multiplier. As Chief, I will work collaboratively with community-based partners to incorporate such models into more comprehensive prevention and intervention strategies by leveraging opportunities to make referrals, connections, and provide access to services.

- a. CAD contacts in emphasis patrol areas have increased exponentially. What is the ratio of good contacts vs stops and detentions or arrests? Do you believe that officers can deter crime through their presence alone (e.g., walking a block). Or, do you think that it's important to make Terry Stops as a means to identify and arrest frequent offenders?

The term “CAD contacts” isn't within our lexicon but I interpret that to mean on-view contacts in this context. SPD has never used stop and frisk as an enforcement tactic as it is unconstitutional. Stopping and identifying frequent offenders without reasonable suspicion is illegal. Officer presence is a proven deterrent to crime but with current staffing we are hard pressed to meaningfully walk blocks – as noted, this is primarily an emphasis effort. The term “good contacts” isn't clear: officers make social contacts to build rapport and connect with community and such contacts are not recorded; stops and detentions are made with reasonable suspicion; arrests are made with probable cause, often guided by the Seattle Municipal Code. As a learning organization, we continually scrutinize our stops and detentions to validate their legality under the structures set up under the consent decree.

- b. What role do you believe surveillance plays in preventing property crime? Do you intend to more widely use the SPD Surveillance Tower? Do you intend to seek approval to deploy the Waterfront Mesh Cameras under the Surveillance Ordinance?

Most major cities have greater surveillance capabilities than Seattle, typically directed at violent crime. I support exploring options that create efficiencies, effectiveness and are able to respect privacy rights, as we simply do not have the staffing to be everywhere. Considering technological public safety options will be necessary. Of course, any acquisition of technology must go through the surveillance ordinance requirements, which are designed to be a check on new technology, not a prohibition. The SPD Surveillance Tower (Skywatch) is unmanned and has no cameras – this tool is solely used for deterrence primarily during Seahawks games. So, no, there are no expanded uses available.

6. Seattle has suffered an increase in gun homicides in recent years. What is your plan to address this, as well as the increase in shots fired? Do you believe non-police responses can play a role in violence prevention?

Following up on my response to question number 5 above, my approach to violent crime includes prevention, intervention, and restoration, founded on community trust and collaboration with a whole suite of social service resources. The CAPEE model includes:

Community Approaches – Violence interrupters
Analytics – Identifying Hotspots, Trends
Prevention – ERPO, Enhanced social services
Environment – Crime Prevention through Environmental Design
Enforcement – Focused deterrence, Identify persistent offenders

So, yes, collaboration with non-police resources, and in particular, the community, is critically important to reduce gun violence.

7. What command staff structure do you plan to use, and why?

- a. The prior Chief used a command structure that did not facilitate communication or control during emergent situations like the CHOP. Is your structure different? If so, how?

The summer of 2020 and the CHOP strained all of the City of Seattle, not just the Seattle Police Department. Regardless, I have made many changes, many that were internally driven, and some that came through the Sentinel Event Review conducted by the Office of the Inspector General, to ensure better communication inside the department, with City partners, and with our community.

Paramount among these efforts and showing clear alignment of department-generated initiatives with community-based asks, are the Public Outreach and Engagement Team (POET) for communication and collaboration during demonstrations and large events and the creation of the Community Response Group (CRG), which has taken the lead in crowd management dynamics. It's important to note that while we continue to debrief and learn lessons from 2020, more than two years have passed since 2020 and Seattle continues to be an active protest environment for political and social expression – and SPD has facilitated all without incident. I strongly believe this speaks to the success of POET in calming, early and through communication, events that could have turned volatile.

As far as a command structure, I continue to develop my team of civilian and sworn leaders to ensure agile, positive, and productive leadership, and have launched a department-wide initiative to foster Outward Mindset principles (internally and externally) and increase overall collaboration and communication. I am committed to finding great people – sworn and civilian – for command level positions to help carry my vision for the department.

8. You have more than two decades of experience in the Seattle Police Department. How have those experiences prepared you to become Chief? What experiences outside the department have helped prepare you?

- a. How have your lived experiences with institutional and structural racism shaped how you police in Seattle? For instance, the potential use of surveillance in vulnerable neighborhoods? Or the use of stops and detentions, understanding that SPD data that demonstration disproportionality in stops, detentions, and searches among people of color?

As persons of color, my family has certainly experienced challenging discrimination. Such history and experiences certainly help focus my mission to continue to develop a compassionate and empathetic department focused on serving and helping people by providing equitable and accountable services. We know many communities have experienced trauma and inequities and that must factor into all our engagements.

We are working to ensure we build a department that is a part of the community and not apart from the community. This is something I have done throughout my whole career. It that experience that is laying the groundwork for programs like Before the Badge, Equity Accountability and Quality, and a new Early Intervention System.

As stated above, SPD does not use stops and detentions as a strategy – they are based on reasonable suspicion. While the stops and detentions do not mirror the population demographics, every review by the Monitoring Team and the department has found that almost all stops (99%) were within policy and supported by reasonable suspicion.

However, SPD has been developing a comprehensive analysis of disparities in frisks (and soon stops and detentions) using a far more sophisticated analysis then previously employed by any reviewer. By holding multiple variables constant, SPD is able to determine what incidents suggest real bias for exploration/resolution. This advanced analytical methodology – propensity score matching – is now baked into version 2 of our Data Analytics Platform.

9. What is your approach to considering ongoing innovations in policing? Do you review the work of other police departments both inside the United States and other countries, and academic research? Have you applied any examples as Interim Chief?

Under my leadership as Chief, SPD has expanded our role in defining the future of policing through evidence-based practices. While a significant amount of this work is achieved through careful observation of innovative practices elsewhere, including active participation in convenings of professional associations such as the Major Cities Chief Association, the International Association of Chiefs of Police (I serve as a Board Member and Chair of the Human and Civil Rights Committee), and the Police Executive Research Forum (I serve on the Board as Secretary), I have empowered my team to lead where an example has not yet been set. The Research team under the Performance Analytics & Research (PA&R) group, is dedicated to the scientific definition of the future of policing. Over the last ten years, the SPD has supported more than 100 unique and impactful pieces of academic scholarship from more than 70 researchers in nearly 35 institutions around the globe. While much of this research is done without an immediate vision for its practical implications, we have found the insights and methods to be an invaluable repository for innovative problem-solving. Under my leadership, the PA&R team has recently completed the third major

rearchitecting of the most sophisticated platform for the scientific study of policing—in the world—bringing many of these innovations into practice:

- 1) In 2017 the Research team collaborated with researchers from Seattle University to evolve applications of a statistical technique called Propensity Score Matching, into the most rigorous method for the quasi-experimental evaluation of racially disparate impact in policing. This technique is a cornerstone of our Equity Accountability and Quality (formerly CompStat for Social Justice) program and has been made available to other agencies, free of charge.
- 2) Researchers at University of Cologne and the University of Gothenburg recently submitted a manuscript examining gender bias for peer review. This project was supported by the PA&R group and its findings are based on SPD data. Once finalized, the findings from this project will inform policy and may potentially mitigate expressions of implicit gender bias or biasing actions in practice.
- 3) Two associate research scientists employed by the SPD presented at the 2022 annual meeting of the American Society of Criminology (ASC). Topics included scientific research conducted in house (currently in progress) examining the role of the officer and their behavior in subject demeanor and outcomes, as well as the effects of acute fatigue on officer performance (specifically sustained complaints). Both pieces of research will be used to inform policy and the analytical methods used to assess officer performance.
- 4) The PA&R team supports experimental projects to study the efficacy of officer wellness tool and techniques (e.g., NIJ Fatigue & Fisher Wallace Stimulator projects), as well as experimental practices designed to improve victim satisfaction and case closure rates (e.g., GMU Robbery/Burglary project).

Under my leadership, subject matter experts and strategic advisors from the SPD have presented at national and international conferences on Evidence-Based Policing (EBP)/Criminology, participated in professional conferences addressing many of the critical topics of our day, and even host industry, academic and multi-disciplinary forums. The Analytics & Evidence Based Policing (A&EBP) group participates in a monthly call, with more than 10 of the most advanced agencies in the United States sharing their work in developing cutting edge approaches to managing/delivering police service.

The SPD is a founding member and currently coordinates this ongoing conversation. In November, we brought the A&EBP community together with the extensive research network (see above). We believe the greatest innovative progress comes from unfettered collaboration between practitioners and academics of a diverse background. The Civic Roundtable platform connects “public servants to the people they trust most...” in a free exchange of ideas we all benefit from. As Chief of Police, I will continue to support and promote innovative collaboration and leadership in developing the future of fair, equitable, transparent and effective policing in this manner.

Outside of the analytics and technology arena, I implemented the Before the Badge program and Outward Mindset training department wide as set forth below in Question 12.

10. You have served for over two years as Interim Police Chief. What would you change as permanent chief that you have not been able to do as Interim? What would your overall philosophy be as permanent Chief?

From the first day of my interim appointment, I have led as though I was a permanent chief. I have had to change command staff members, modify resources and units, transfer 100 officers back to patrol, and resize bureaus. As I transition to permanent Chief, I will seek to add a Deputy Chief as soon as possible to help coordinate the Operations, Investigations, Special Operations, and Metropolitan Bureau Chiefs. I will continue to examine my command staff to ensure that I have the most effective leaders that embrace my vision, even while providing candid counsel to ensure the department is as effective and equitable as it can be.

Additionally, while not dependent on my permanent appointment, I now have the budget to fully implement my relational policing model by hiring a department-wide Relational Policing Coordinator. This position will continue the innovative work of Before the Badge and will also drive development of other programs to reinforce those values.

11. Please explain how you plan to work with the OPA, OIG, and CPC as permanent Chief. The recommendations' tracker documents the status of SPD implementation of recommendations, are there particular examples of your implementing their recommendations as Interim Chief that you'd like to highlight?

Seattle has a robust accountability structure that provides important perspectives on officer and department performance, individually and systemically. The OPA, OIG, and CPC all perform critical functions in holding SPD to the reforms that were implemented under the Consent Decree and continue to drive improvements to policy. My team meets regularly with these partners to collaborate on productive solutions. Internally, accountability mechanisms such as the Force Review Board, the Collision Review Board, the Performance Review Board, and others ensure that the commitment to self-analysis and improvement, set in place under the Consent Decree, remains rooted in our department's DNA. Even as staffing taxes capacity, as Interim Chief, supported by an extraordinary team of researchers and analysts, I have launched additional initiatives all intended to further support and expand the department's capacity for self-assessment, leveraging technology where available to mitigate against staffing constraints. (For example, using machine learning and natural language processing, refining automated "screening" of reports to identify markers of a use of force, as a backstop to human reporting error.)

12. Please explain your approach to professional development of officers within the department, and approach to officer wellness.

Since its staff psychologist position was abrogated around 20 years ago, Seattle has lagged significantly behind other similarly situated departments in building internal capacity to support officer wellness and growth. While our peer support teams do tremendous work, that is just one part of what a comprehensive wellness program should be. Recognized by President Obama's 2016 task

force on police reform as a key pillar of police reform, ensuring that the people who do this work are trained, equipped, and supported to be at their physical, cognitive, and psychological best is critical to ensuring the overall success of the department.

We also know that people go into public service for the primary reason that they want to feel like they are making a difference and giving back to their communities. Especially in younger generations, people will not stay in jobs if they do not feel like they have the opportunity to self-actualize. Making sure we are promoting not just the health, but the professional growth, of our officers is critical to retaining officers.

Over the past year, I have launched two key programs that support both officer wellness and officer growth – the Before the Badge program, and Outward Mindset training department-wide. I am also immensely grateful that Council's 2023 budget allots us position authority to bring back to the department an in-house mental health practitioner – ideally, a licensed psychologist, board certified in first responder psychology – to build up an in-house wellness section on par with national best practices. Acknowledging that it will take some time to identify the right person, we have just entered into a contract with a nationally recognized expert in this field so that we can begin the work while we recruit for the permanent position.

13. What are your key budget priorities? What will your approach be in the event of an economic downturn and fewer resources being available?
- a. Would 911 response continue to be a focus over specialty units such as investigations?

Investigations is not a specialty unit – it is a key component of public safety. Specialty units such as Anti-Crime teams, Gang Unit, and Community Outreach have been abrogated to increase patrol and consolidation of units in Investigations has occurred in order to augment patrol response. The goal is and has been to balance the department's functions to provide as comprehensive public safety services as possible and without a sufficient patrol response, we will not have initial reports to initiate and guide follow-up investigations. Additionally, as with our staffing constraints (35% decrease in sworn staffing), as budget support is reduced, we will have to triage our innovations into better public safety programs as well.

- b. Given the likelihood of an approaching recession, will you focus deployment of CSOs to relieve officers in the field? Do you think that CSOs need new or different training to do so?

As set forth above, I support increasing the flexible deployments of CSOs as a critical part of the SPD team. However, it is unlikely that re-deployment of the CSOs will significantly relieve officer call loads. More likely, as has been seen in many jurisdictions, they will primarily serve to fill gaps in public safety service rather than moving calls from officers. To my knowledge, CAHOOTS achieved the most significant impact of reducing call loads for officers, but that was at 5-7% of total calls.

14. Seattle, in line with nationwide trends, has seen an increase in bias crimes in recent years. What approach do you believe is needed to address bias crime? Are police responses or community responses needed? How could these different sets of responses collaborate? How can you work with OIG on this issue?

Seattle has indeed seen an increase in bias crimes in recent years. SPD, unlike many jurisdictions, investigates and maintains statistics not only on hate crimes (RCW (A.36.080 and SMC 12A.06.115), but also crimes with bias elements (an event in which a crime is committed that is not bias-based and during the incident the suspect uses derogatory language directed at the victim's protected status or group) and bias incidents (Offensive derogatory comments directed at a person's sexual orientation, race, or other protected status which cause fear and/or concern in the targeted community during a non-criminal incident). The Bias Crimes Coordinator maintains the data, which is shared with the Federal Bureau of Investigation, the Mayor's Office, and to City Council.

To address bias crime, it must be understood. While white supremacists, organized hate groups, and skinhead groups, which often first come to mind in this area, are definitely a problematic part of the landscape, a substantial number of bias crimes are committed against and by our most vulnerable populations – those in behavioral crisis, the unhoused, and those suffering from addiction. As many of Seattle's bias crimes have a strong correlation with untreated mental illness, working collaboratively with support systems—including community organizations—for those in crisis providing secure and effective treatment options, and addressing the root cause will go a long way to reducing the violent incidents on our streets.

While SPD certainly investigates hate threats and harassment from organized hate groups, doing so systemically will take dedicated intelligence resources – many of which SPD does not have. For example, we have no social media monitoring tools that would allow us to track hate threats – to the degree it can be done, it is a manual process by a detective. SPD also engages in community outreach on critical issues – such as the recent spate of Asian-targeted hate crimes. We continue to work with all demographic communities to build trust.

SPD would welcome collaboration on the OIG to better understand the scope of this problem and to help develop additional strategies and tools to address it systemically.

15. What is your approach to ensure the Seattle Police Department reflects the diversity of Seattle's population?

Under my leadership, the department has prioritized recruiting and hiring personnel that reflect the community it serves. Recruitment and outreach efforts have included advertising in diverse, local news outlets including NW Vietnamese News, La Raza, and the Seattle Medium. In-person outreach has included participation in the Women in Trades Fair, the Juneteenth even at Seward Park, and the Arab Festival at Seattle Center. These efforts have yielded positive results, with 2022 YTD hiring of persons identifying as BIPOC at 54% and persons identifying as female at 18% of sworn hires. These ratios have been increasing since 2014 and we will strive to drive them higher.

16. As Chief of Police, you are responsible for officer discipline. What is your approach to officer discipline?

- a. The OIG Discipline Audit showed that SPD Chiefs are most likely to choose the lower end of the discipline range that is recommended by the Discipline Committee. What criteria will you use to determine discipline?

My record clearly shows that I do not hesitate to discipline officers when warranted, up to and including termination. The OIG audit only examined five of my cases, three of which were below median and two of which were above median.

Ultimately, we know from research that organizational culture derives largely from the opportunities employees are provided to make a difference and the procedural justice they are afforded. My record on discipline shows that I take acts of misconduct seriously, and I will continue to do so. In fact, while I take no pride in this fact, the actions of some of my employees have compelled me to make more terminations than any other prior Chief. Throughout my career, I have worked to ensure trust and accountability is preserved not only for our community, but all our officers and employees. No officer likes a bad officer because it makes their job that much harder and tarnishes the reputation of us all. But as Chief, I commit to ensuring that just as we do not hesitate to hold officers accountable for misfeasance and for meeting the high bar of performance we set, we hold ourselves accountable for creating an environment in which they can thrive and excel. This means, to me, acknowledging the incredible work that the men and women of this department do every day, investing in our supervisors, and doing all we can to ensure that we are mitigating the inherent stress officers face daily with necessary rest and support.

Initiatives that I have launched as Interim Chief, and which as Chief I will advance, include:

- Growth mindset training throughout the department, across ranks, designed to promote both internal and external relationships and support continual employee engagement.
- Before the Badge, a 45-day immersive training for new recruits, pre-academy, that focuses on relational policing, building community connections in each of our five precincts, honest dialogues with formerly incarcerated persons, and outward mindset.
- Recognizing the physiological, cognitive, emotional, and psychological stresses of a job where we are increasingly asking members of our department to do more with less, building out a comprehensive risk management strategy that focuses on wellness, outward mindset, and a cutting-edge early intervention system (based on methodology nationally recognized as emerging best practice) that will allow supervisors to interrupt stress-related impacts before the point at which such stress manifests in behavior.
- Building the Wellness Unit to meet best practice standards for similarly situated departments (standards now often required under more recent Consent Decrees).

17. What is your perspective on the Consent Decree? Has it been successful? Do you believe it should continue? What work should the Office of the Inspector General continue?

The Consent Decree has helped the Seattle Police Department become a learning organization and has unquestioningly driven change in all substantive areas. As the Monitor wrote in the 2022 Comprehensive Assessment:

“These changes do not simply exist in theory or on paper. They can be seen in how officers are performing on a day-to-day basis. Officer use of force has declined 48 percent from 2015 to 2021. Officers and supervisors consistently adhere to Court-approved use of force policies. SPD officers respond to nearly 10,000 people in crisis per year, and Crisis Intervention Teams have dramatically improved interactions and outcomes – with force used in only 1.5 percent of contacts with individuals experiencing crises and many improvements made in connecting individuals in crisis to supportive human services. And when officers stop or detain a person, they must now articulate the reason for a stop and provide justification for searches. As a testament to this progress, policing organizations around the nation, to advance their own reforms, have come to Seattle to learn from SPD and adopt policies and best practices in crisis response, de-escalation, and critical decision-making models.”

But there is work remaining in the very areas that have been crises in policing for many years: public trust, violent crime, staffing, morale, leadership, and wellness. We know that our community voices have to be at the center of our change.

However, the Consent Decree is no longer the driver of change at SPD – the recommendations of the Force Review Board, internal audits and reviews, OPA, OIG, and CPC, along with 160 research partners and collaborations, have moved the department far beyond the expectations of the Consent Decree. As such, the Consent Decree should end. SPD will continue to adapt and learn from its successes and mistakes, undoubtedly validated by the OIG, which is tasked to continually audit and review SPD processes including our use of force, less lethal tools, and interactions with persons in crisis.

At the same time, I cannot caution strongly enough that sustaining change requires continued investment and support. The Consent Decree cannot become another “one and done” initiative in Seattle’s long history; we must continue to honor it as a catalyst for ongoing reform. As best practices continue to emerge, as technology continues to advance, and as our communities and society change, we must be agile and innovative to meet the changing environment in which we operate. It is precisely this commitment to iterative review and reform of our policies, tactics that the Consent Decree sought to engrain, and that SPD has embraced. As set forth in this year’s budget, both the Mayor and Council have supported SPD’s development in wellness, data analytics, relational policing development and internal review systems – thank you for your support of SPD’s innovation.

18. Some constituents have shared that they believe the City Council has authority to mandate which laws are enforced/prevent enforcement of laws. These community members report that some SPD officers have indicated that the City Council has “tied their hands” and instructed officers to not enforce certain laws. Please describe how the Chief of Police ensures that all officers understand their law enforcement duties, regardless of whether the suspect is

housed or experiencing homelessness, as well as b. the fact that law enforcement priorities are not determined by the Council. What steps would you take to ensure that officers accurately communicate their responsibilities, and the limitations of Council authority, to members of the public?

Internal messaging through directives, policy, training, and discussions will continue to clarify what the duties and expectations of officers are and how they are to be carried out. But the issue raised here is complex – officers are expected to follow and enforce the laws. Sometimes officers are directed by City Council that certain laws should be their lowest enforcement priorities. Others are not charged by the prosecuting attorneys, a reality that changes by administration. The King County Jail declines to hold people arrested for many crimes and there is inconsistency in the approach that courts take to different matters brought before them. Add in requirements (that I fully support) for diversion programs and other alternatives that are often poorly supported or resourced, and there is confusion.

I do not support SPD officers providing wrong or politically motivated perspectives about the cause of their frustrations. They are often given instructions and messages that conflict with their day-to-day realities and the frustration of citizens who often want a police response that SPD cannot provide.

There have been substantive legal changes, such as the *Blake* decision, that have changed the operational landscape for officers and increased frustration for the public. We will continue to work with training to provide balanced legal updates and provide our employees with the correct talking points to educate the public.

19. What do you want your legacy to be as Chief?

My vision is to build a beloved community – a community at peace. Martin Luther King Jr. talked about a beloved community that is cared for regardless of poverty or race; I share that goal. To do this we must know what our community wants us to do, we must restore and build public trust, and we must focus on continuous improvement and innovation.

Clearly, I cannot do this alone. I have my team. I have my department. I have my community. And I have all of the City of Seattle, which, if it shares my dream for peace, will hopefully work collaboratively with me and SPD to create this reality.

At the end of my tenure, I hope that people will say: he helped bring peace to Seattle, and he cared.

20. Will you maintain a constructive working relationship with Council with:

- a. Prompt and complete responses to Council information inquiries.
- b. Proactive updates on policy development, operational concerns and financial matters of significance, so the Council is informed of major changes or controversies.
- c. Dependable implementation of formal policy direction provided by the Council.
- d. Assistance in the research and development of Council policy initiatives.

During my tenure, my teams and I have worked hard to be responsive to Council and engage on issues of mutual concern, so I appreciate the ask to “maintain a constructive relationship with Council.” I regularly meet with many members of Council to keep them apprised of critical updates and provide written materials monthly, quarterly, and annually on a host of topics. SPD also strives to implement policy direction provided by Council within our capacity to do so and within legal limitations. We look forward to continuing in a productive manner to collaborate on evidence-based innovations and initiatives to improve public safety.

21. The Chief of Police is a position in the Executive branch of government and, consequently, can be politicized to support the Mayor’s priorities. For instance, this statement made during budget last year characterized a budget action, one that had no impact on staffing support in the budget, in a way that frightened the public and reinforced a narrative that could have had a negative impact on retention and recruitment efforts. Will you commit to communicating with the public and your officers in a factually accurate way?

We as a City are best served by open and honest discussions and providing evidence-based services to our communities. At times, these discussions will be spirited, but I will do my part to communicate in a factually accurate way to the public and my employees.



Legislation Text

File #: Inf 2207, **Version:** 1

SDCI Unreinforced Masonry Program Update



Memo

Date: December 8, 2022
To: Seattle City Councilmembers
From: Nathan Torgelson, Director Seattle Department of Construction and Inspections
Subject: 4th Quarter 2022 Update on Unreinforced Masonry (URM) Program Development

Resolution 32033 requested that the Seattle Department of Construction and Inspections (SDCI), in partnership with other City departments, design a mandatory Unreinforced Masonry (URM) retrofit program with the primary goal of protecting life safety given the dangers of collapsing and damaged URM buildings in an earthquake. Additionally, the strategy should work to preserve structures and landmarks that are historically significant, enhance the City's resiliency to earthquake events, and minimize the impact such a program is likely to have on vulnerable populations.

Work is to be undertaken with other departments, as well as external partners, to help develop the standards of the program, detail a communication strategy for the community (including building owners as well as those living in current URM buildings), and identify funding for – and carry out – a seismic assessment of City-owned URM buildings and develop cost estimates for these seismic retrofits.

Since the adoption of the Resolution, SDCI has begun this work through two separate tracks – policy development and the hiring of a URM Program Manager, and technical standard development, including an update to the Draft Technical Standards for these buildings.

URM Program Manager Role

Through funding allocated to the Department in the City's 2022 budget, SDCI created a position description and work plan for the new URM Program Manager role. This position will be directly responsible for drafting a mandatory URM retrofit ordinance and developing, implementing, leading, and managing a mandatory retrofit program based on recommendations provided by the URM Policy Committee and other stakeholders.

SDCI has hired Amanda Hertzfeld to fill the URM Program Manager role, and she began work on November 28, 2022. Amanda comes to SDCI after 12 years with the Federal Emergency Management Agency (FEMA) where she supported URM risk reduction strategies for state and local governments.

URM Technical Standard Task Group

A group of subject matter experts, led by SDCI, has been working on the technical front as a parallel track to the ordinance and administrative effort of the overall URM endeavor. Particularly, since Q3 of 2021, this group has been working on updating the Draft Technical Standard for retrofits previously published by the URM Technical Committee in March 2012. The update is necessary to better align with the latest building codes and structural design standards that incorporate the latest research and science as it relates to ground motion hazards and structural retrofit methodology.

The URM Technical Standard Task Group currently consists of nine practicing structural engineers from the local engineering community with expertise in the technical challenges and design standards dealing with URM retrofit projects and are passionate about the subject. Four SDCI structural engineers who are part of the URM Subject Matter Expert Group also serve on the Task Group.

The Task Group continues to work toward the goal of updating the Draft Technical Standard for retrofits. It held its initial kick-off meeting on July 19, 2022, where two sub-task groups were identified to address specific portions of the technical standard that needed in-depth review. These sub-task groups held multiple meetings between the larger group meetings. The Task Group held its second meeting on October 11 where updates of early investigations by the sub-task groups were provided to the overall group to align understanding and facilitate further investigatory steps ahead. The group is currently focusing on clarifying the technical details and qualifying-building criteria involved, with a goal of keeping the intent of the original Technical Standard in providing an option for limited retrofit via an Alternate Method. The next Task Group meeting is currently scheduled to take place on December 12, 2022.

Next Steps

We look forward to presenting before the Council's Public Safety and Human Services Committee on December 13, 2022.



Legislation Text

File #: Inf 2208, **Version:** 1

2023 Draft Annual Action Plan

Executive Summary

AP-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)

1. Introduction

The 2023 AAP applies to HUD for origin year 2023 funds from the Community Development Block Grant (CDBG), HOME, Emergency Solutions Grant (ESG), and Housing Opportunities for Persons with AIDS programs (HOPWA). The Annual Action Plan encapsulates the sixth year of the 2018-2023 Consolidated Plan for Housing and Community Development. Funding priorities will continue to be used to support emergency shelter and services for homeless persons, to provide for affordable housing, small business and microenterprise financial assistance and business district planning, job training and readiness services, and for park upgrades and Americans with Disabilities Act (ADA) improvements. For program year 2023, a total of approximately \$16.9 million in entitlement is governed by this annual plan. Significant changes for this plan include: 1) the second year of funding for programs serving those who are experiencing homelessness through partnership with the King County Regional Homeless Authority (KCRHA) which includes administering the Continuum of Care; 2) focus on tenant-based improvements for as part of business assistance with Economic Development funding; and 3) Addition of \$12.2 in HOME-ARP grant funds via an amendment to the 2021 AAP, administered by the Office of Housing and anticipating for commitment n 2024

Housing Policy: Seattle's Office of Housing (OH) updated the Housing Levy Administration and Financial Plan and Housing Funding Policies in 2021, for program years 2021-2023. This biennial update applies to the taxpayer-approved Housing Levy passed in 2016, which includes \$290 million for affordable housing over a span of 7 years. As part of the 2019-2020 update, the Office of Housing standardized affirmative marketing requirements for City-funded affordable housing developments. The update also created policy around the use of community preference in City-funded affordable housing developments in areas at high risk of displacement. The City has developed community preference guideline in consultation with several department including the Office for Civil Rights and stakeholders.

Homeless Services Consolidation with King County: Seattle's Human Service Department's (HSD) 2023 investments in homelessness response project increases in the numbers of households served (it's important to note that on-going Covid-19 risks could play a major role in increased numbers), as well as increases in the rates of permanent housing exits, notably among key focus populations (Black/African American and American Indian/Alaska Native households). In 2023, the City will continue to build on this impact, merging contracts with King County and the Continuum of Care to administered by the new King County Regional Homelessness Authority (KCRHA). This entity will provide a unified regional response to homelessness.

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Economic Development Policy: While Seattle historically had a strong economy, prosperity has not been broadly shared across racial groups. Similarly, the impacts of the pandemic are unequally felt by Black, Indigenous, and People of Color (BIPOC), with higher unemployment rates and mortality due to COVID-19 infections. The current challenges are particularly poignant for our BIPOC small business community, particularly members from low-income neighborhoods

CARES Act Funding: The City received \$41.2M in additional federal funding and allocated those dollars through substantial amendment of the 2019 Annual Action Plan.

2. Summarize the objectives and outcomes identified in the Plan

The objectives of the governing 2018 - 2023 Consolidated Plan funding are to 1) support the delivery of emergency shelter and related services for homeless persons and families; 2) develop and preserve affordable rental and homeownership housing; 3) support low- and moderate-income neighborhoods, businesses and business districts with infrastructure and economic development assistance; 4) support job training activities as part of an anti-poverty strategy; 5) assist the City's response to the coronavirus pandemic locally; and advance the objectives of affirmatively furthering fair housing.

3. Evaluation of past performance

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

In 2021, the City of Seattle pivoted to respond to the COVID-19 pandemic and deployed funds to meet new needs including:

- Making grants to 398 microenterprises impacted by reduced revenue
- Providing emergency rental assistance to 654 households to prevent them from taking on excessive arrears and being evicted
- Providing employment services and job training to 124 individuals who lost their jobs because of the pandemic
- Funds providing the expansion of non-congregate shelters, providing meals and operational supplies to shelters and day centers, and supporting Homeless Prevention and Rapid Rehousing programs. It is estimated that over 3,800 clients were served with ESG CARES Act.

In addition to this work the City was able to undertake the following activities:

- Performing 298 repairs for unduplicated low and moderate-income households who are also elderly and/or living with a disability
- Making accessibility upgrades to 4 parks serving approximately 43,980 residents

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- Serving 537 households with emergency shelter or Rapid Rehousing programs with ESG.
- Providing housing assistance and supportive services to 370 households with HOPWA.

The Office of Housing (OH) awarded funding for 11 federally funded affordable housing units. HOME funds were used in the Mt. Zion Senior Housing project, estimated to produce 61 units, 11 of which are HOME funded. In addition, due to budget gaps related to impacts of the Covid pandemic, OH increased the HOME award to the Low-Income Housing Institutes' Nesbit Family Housing project, with a total of 104 units, 8 of which are HOME funded. OH also increased its HOME award due to funding gaps to the HumanGood Ethiopian Community Village project which will produce 80 units of senior housing of which 11 will be HOME funded. OH completed and leased up 22 HOME units in two previously funded projects: LIHI Othello Park (now George Fleming Place) and HumanGood's Filipino Community Village.

4. Summary of Citizen Participation Process and consultation process

Summary from citizen participation section of plan.

The Consolidated Plan relies on multiple planning efforts from a variety of sources to inform the allocations of the Consolidated Plan funds. The consultation process illustrates how HUD funds are part of a much larger funding picture for housing, human services, and community development in the City of Seattle.

The City's conduct of planning efforts through the Area Agency on Aging, the Seattle / King County Committee to End Homelessness, the Mayor's Emergency Task Force on Unsheltered Homelessness and the City's Housing Affordability and Livability Advisory (HALA) Committee, Seattle 2035 Comprehensive Plan Update, the Mayor's Commercial Affordability Advisory Committee, the Human Services Department's Pathways Home plan development to evolve our homeless prevention and service system each provided key opportunities for consultation and public input. In addition, the City's 2023-2024 Adopted (second year of biennial budget) and the 2023 Proposed Budget will include significant general public input and discussion to shape budget priorities. The budget is passed by City Council in November each year.

A draft of the 2023 Annual Action Plan was publicized and made available for public comment for a 30-day public comment period beginning December 6th, 2022, with a Council public hearing on December 13, 2022.

After confirmation of the City's final HUD allocation, a second round of public comment began on XX 2023 with a Council public hearing on XX, 2023.

5. Summary of public comments

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

Complete after public hearing

A video archive of the public hearing can be found at: <https://www.seattlechannel.org/FullCouncil>

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

Complete after public hearing

7. Summary

The City of Seattle coordinates HUD's Consolidated Plan funds with other local resources including General Fund; Families and Education Levy, Housing Levy; federal McKinney-Vento funds; and state Real Estate Excise Tax (REET) to provide for human services, affordable housing, and community and economic development. Not all the needs identified in the Consolidated Plan are addressed with HUD funds, particularly those activities that support Assessment of Fair Housing work plan items. **How each fund source is used depends upon the various restrictions and regulations covering the funds and the most efficient and effective mix of funds.**

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

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

Describe the agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
Lead Agency	SEATTLE	
CDBG Administrator	SEATTLE	Human Services Department, Fed. Grants Mgt. Unit
HOPWA Administrator	SEATTLE	Human Services Department, FGMU
HOME Administrator	SEATTLE	Office of Housing (OH)
ESG Administrator	SEATTLE	Human Services Department, FGMU
HOPWA-C Administrator		

Table 1 – Responsible Agencies

Narrative (optional)

The City's Federal Grants Management Unit (FGMU), housed in the City's Human Services Department, coordinates the development of the Consolidated Plan, the annual action plans, the CAPER, and the Assessment of Fair Housing. Consolidated Plan funds are used by several City departments: the Human Services Department, the Office of Housing, the Office of Economic Development, the Office of Immigrant and Refugee Affairs, the Office of Planning and Community Development and the Parks and Recreation Department. All concerns or questions about the Consolidated Plan should be directed to the Federal Grants Administration Unit. As noted above, the City and King County transitioned to a regional model of governance to ensure coordinated, effective coverage for a range of services to people experiencing homelessness. The City and King County planning and contracting work sunset in December of 2021, and KCRHA assumed contract oversight as of January 1, 2022. King County Regional Homelessness Authority (KCRHA) will administer homelessness diversion, prevention and intervention services previously held by the City and King County. The City anticipates that federal CDBG and ESG public services funding will be included in the Master Agreement from HSD to the KCRHA . A contract exhibit regarding priorities for City federal grant funds by the KCRHA in accord with the City’s 2018-2023

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Consolidated Plan and in compliance with all HUD certifications and requirements for use of these grant funds was executed effective January 1, 2022.

Consolidated Plan Public Contact Information

The Federal Grant's Management Unit is housed in the City's Human Services Department. Our mailing address is P.O. Box 34215, Seattle, Washington 98124-4215. The Manager of the FGMU Administration Unit may be reached by calling 206-386-1001.

AP-10 Consultation – 91.100, 91.200(b), 91.215(I)

1. Introduction

The AAP relies on *multiple planning efforts* conducted by partners such as the Area Agency on Aging, Human Services Department, Committee to End Homelessness, Office of Housing, Office of Economic Development, Seattle Housing Authority, and Office of Planning and Community Development.

For example, Seattle 2035 Comprehensive Plan is a 20-year vision and roadmap for Seattle’s future that guides City decisions on where to build new jobs and houses, how to improve our transportation system, and where to make capital investments such as utilities, sidewalks, and libraries. New to the plan was a Growth and Equity Analysis which resulted in an Equitable Development Implementation Plan. Federal grant funding for the Equitable Development Initiatives noted in this AAP grew out of this community engagement and planning.

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

Please see attachment for supplemental answers that do not meet the 4,000 character limit.

Seattle 2035 Comprehensive Plan is a 20-year vision and broad roadmap for Seattle’s future that guides City decisions, and processes for working with others, to manage growth and provide services. This includes the City’s Growth Strategy to focus growth in jobs and housing in urban centers and urban villages, along with long-range policies for improving our transportation system; making capital investments such as utilities, sidewalks, and libraries; and enhancing community wellbeing. The Comprehensive Plan also includes broad policies to guide the types of housing the City aims for and the tools the City uses to fund and incentivize housing for low-income households. New to the plan was a Growth and Equity Analysis which resulted in an Equitable Development Implementation Plan. Federal grant funding for the Equitable Development Initiatives noted in this AAP grew out of this community engagement and planning. (additional info in supplement).

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

The current Seattle/King County Continuum of Care (CoC) includes King County plus cities such as Seattle, Auburn, Bellevue, Federal Way, Kent, Renton, and Shoreline. The lead agency for the CoC will be the King County Regional Homeless Authority (KCRHA), which convenes government, faith communities, non-profits, the business community and people with lived experience of homelessness working

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together to implement the Continuum of Care in King County. City will continue to align its work with King County through the new King County Regional Homelessness Authority. The Continuum of Care is integrated into the structure of the new authority, including coordinating its ESG and CoC Program funding decisions. For more information about KCRHA please visit <https://kcrha.org/>. The CoC's work benefits persons experiencing homelessness or at risk of homelessness across all populations (single adults, young adults, couples, families, and veterans). Examples of coordination include co-developing service delivery standards, identifying training needs and delivering training, contributing resources to support HMIS and coordinated entry, serving on the various Boards and other CoC policy committees, and engaging with people with lived experience of.

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

The City of Seattle's federal grants team assists in determining ESG allocations. The City worked in partnership with the CoC (All Home), King County, and United Way of King County to develop shared system-wide performance standards used in all contracts. These standards were included in the City's 2017 RFP and performance against the measures are monitored quarterly. The City's data team provides management reports and supports programs with as-needed technical assistance. It also works collaboratively with the King County System Performance Committee to review system trends and modeling. Examples of performance requirements include Exit Rate to Permanent Housing, Length of Stay (days), Return Rates to Homelessness, and Entries from Literal Homelessness.

King County is the Homeless Management Information System (HMIS) lead and Bitfocus is the system administrator. The City of Seattle works collaboratively with King County and Bitfocus to ensure the HMIS policies and procedures address the needs of its users and are effectively communicated in writing or through virtual on-line trainings. The three stakeholders meet monthly to discuss upcoming changes, policy and procedures. The City of Seattle provides as needed technical and more specifically the Seattle Data Team creates and analyzes reports around performance and provides recommendations for improvement, as needed.

2. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdiction's consultations with housing, social service agencies and other entities

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Table 2 – Agencies, groups, organizations who participated

1	Agency/Group/Organization	All Home
	Agency/Group/Organization Type	Planning organization
	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	See full list in the attachment of supplemental question answers.

Identify any Agency Types not consulted and provide rationale for not consulting

Finite time, staff capacity and other resources always impose a practical limit on how many entities and possible interested parties are consulted in any given planning process. However, please refer below to the extensive list of consulted entities involved in the key plans relied upon to develop the Consolidated Plan that informs each Annual Action Plan (e.g., the Housing Affordability and Livability, an initiative to renew the City’s Housing Levy, the Positive Aging Initiative, the Equitable Development Initiative, the Seattle Housing Authority’s Strategic Plan, etc.)

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

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care		See full list in attachment of supplemental question answers

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Table 3 – Other local / regional / federal planning efforts

Narrative (optional)

The City of Seattle, Human Services Department, Federal Grants Management Unit (FGMU), is the lead agency for the development of the Consolidated Plan and the administration of Community Development Block Grant, Emergency Solutions Grant, and Housing Opportunities for Persons with AIDS funding. The City's Office of Housing is the lead agency for the administration of the HOME Investment Partnership program.

Consolidated Plan funds are allocated to several City departments for implementation of programs benefitting low- and moderate-income clients and other eligible populations. The Human Services Department utilizes CDBG, ESG, and HOPWA funds to provide public services for homeless and low- and moderate-income persons and for minor home repair services to low- and moderate-income homeowners. The Office of Housing (OH) uses CDBG and HOME funds to provide for the preservation and development of affordable housing and assistance to qualifying homeowners in need of home repairs. CDBG funds used by many City departments address a variety of community needs, including business development, revitalization, workforce development, community and neighborhood facilities, infrastructure and park improvements as well as improved accessibility for those with mobility impairments. All CDBG-funded projects are reviewed by the FGMU for compliance with applicable federal rules and regulations.

Changes to the Seattle homeless service system: In May 2018, the Mayor of Seattle and the Executive of King County signed an MOU committing to deeper partnership and stronger regional coordination. As a result of the MOU, the City and County contracted with a national consultant (National Innovation Service, or NIS) who recommended creation of a new regional authority—a stand-alone entity that would be responsible for homelessness planning and investments. In 2019, NIS worked with the City and County to design the legal framework for what will become the new King County Regional Homelessness Authority. Another consultant, CSH, is in the final stages of developing a Regional Action Plan to lay out a strategic workplan for the work ahead.

The King County Regional Homelessness Authority became operational in January of 2022. The KCRHA will manage all aspects of funding, contracting and planning for homelessness response previously held by two distinct entities into one Inter Local Agreement governed by a governing board, the lived experience Board, and a Chief Executive Officer. The Continuum of Care will be integrated into the structure of the new authority.

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AP-12 Participation – 91.105, 91.200(c)

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

As illustrated by AP-10 and AP-12 tables included in this report, the City and Seattle Housing Authority commits significant time and resources to on-going citizen participation and outreach efforts for its multiple planning and initiative processes to increase the scope and potential impact of activities funded with federal, state and local funds. The City's Race and Social Justice Initiatives requires all City actions to be filtered through the process of determining how the action (or lack thereof) might impact people and communities of color. The Department of Neighborhood's Community Liaison program hires people from underrepresented communities of color, national origin, religious and language minorities for the express intent of connecting City programs and services more effectively. Like most grantees, we rely on digital forms of communication to support broader participation of all citizens without having to come to meetings during the workday or at night during off hours for other priorities. We are also working to increase the accessibility of our webpages, written materials and presentations to be inclusive of those who have sight, hearing and/or mobility limitations. Additionally, City departments work hard to ensure inclusion of LMI people and those with lived experience of homelessness on advisory groups and planning committees.

Please see Supplemental Answers attachment for full Table of Citizen Participation Outreach.

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Citizen Participation Outreach

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Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
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1	Public Meeting	Residents of Public and Assisted Housing	From November 2016 through March 2017, SHA staff attended a number of resident events to discuss issues related to the Assessment of Fair Housing. Overall, staff attended 24 events reaching at least 390 residents and voucher holders.	Seattle's biggest fair housing challenge is the cost of living. High rents and home prices are displacing low- and middle-income households; impacting the ability of voucher holders to successfully find a unit. Lengthy wait times for SHA units and the homeless population are evidence that the demand for affordable housing	See summary of public comments in Executive Summary of the Assessment of Fair Housing at http://www.seattle.gov/Documents/Departments/HumanServices/CD	
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Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
				surpasses the stock.		

Table 4 – Citizen Participation Outreach

Expected Resources

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

Introduction

Overall resources in 2022 from the Consolidated Plan funds are expected to remain similar to recent years. The City of Seattle coordinates HUD’s Consolidated Plan funds with other City resources such as our General Fund, Families and Education Levy, Housing Levy, federal McKinney-Vento funds, and Real Estate Excise Tax (REET) to provide for human services, affordable housing, and community and economic development. Not all the needs identified in the Consolidated Plan are addressed with HUD funds. How each fund source is used depends upon the various restrictions and regulations covering the funds and the most efficient and effective mix of funds.

Additionally, CARES Act CDBG-CV ad ESG-CV funding has been or will be reflected in amendments to the 2019 AAP depending on when the City

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receives these funds and according to instructions from HUD and/or CARES Act waiver instructions as released.

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	9,072,681	400,000	793,897	10,266,578	0	Final year of ConPlan
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	3,650,525	1,000,000	0	4,650,525	0	Final year of ConPlan

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Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
HOPWA	public - federal	Permanent housing in facilities Permanent housing placement Short term or transitional housing facilities STRMU Supportive services TBRA	3,357,136	0	0	3,357,136	0	final year of ConPlan
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	801,427	0	0	801,427	0	Final year of ConPlan

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Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
Other	public - local	Acquisition Economic Development Homeowner rehab Housing Multifamily rental new construction Multifamily rental rehab Overnight shelter Permanent housing in facilities Permanent housing placement Public Improvements Public Services Rapid re-housing (rental assistance) Rental Assistance Short term or transitional housing facilities STRMU Supportive services Transitional housing	0	0	0	0	0	

Table 5 - Expected Resources – Priority Table

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

OH: federal funds are leveraged in multiple ways:

- City of Seattle Housing Levy (2017-2023): Authorized in 2016, the Seattle Housing Levy (Levy) authorizes an estimated \$290 million to provide, produce, and/or preserve affordable housing and assist low-income Seattle residents. The Levy funds five programs: 1) Rental Production and Preservation, 2) Operating and Maintenance, 3) Homeownership, 4) Acquisition and Preservation, and 5) Homeless Prevention and Housing Stability Services. In total, approximately \$41 million in annual funding is available to implement these programs.
- MF Rental and Home Repair Programs leverages other local funding including the City's Incentive Zoning Program, Mandatory Housing Affordability Program, repaid loans from investments of prior City levies, investment earnings, and City surplus property sales. Beginning in 2020, local City revenue for housing will also include the Real Estate Excise Tax, which is available for housing purposes between the years of 2020 and 2025, and the Local Option Bond, which is allowable beginning in 2020 due to a State legislative change.
- Some HOME and CDBG funds leverage King County DCHS funding, estimated at approximately \$1.5 million in Vets and Human Services Levy and Document Recording Fee funding, in addition to approximately \$6 million in Transit Oriented Development bonding authority. In addition, State Housing Trust Fund, with approximately \$10 million towards Seattle projects and the Low-Income Housing Tax Credits and private debt will be used.
- To meet match requirements for HOME, the City of Seattle tracks and reports on Yield Foregone.

HSD: For 2023, the City will allocate nearly \$4 million in Consolidated Plan funds for services supporting homeless and low-income persons and families. The 2023 City proposed budget invests \$150.4 million in homelessness City-wide and continues the City's investments in the King County Regional Homelessness Authority (KCRHA) as it enters its second full year of operations. Of the City-wide total, \$108 million is allocated to the Human Services Department in 2023 for homeless outreach, shelter, services, and administration. \$87.7 million (81%) of the amount proposed for HSD will be transferred to the KCRHA. Excluding one-time federal funding received in 2022, this represents a \$10.3 million (13%) increase in the City's contribution to KCRHA over the 2022 revised amount of \$77.5 million. (Proposed 2023 Budget Summary).

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OPCD: CDBG funds designated for the EDI are leveraged with \$5 million in local government funding. Projects frequently have significant amounts of both private and public dollars from additional sources. In 2021, the EDI program spent an additional \$9.8 million in one-time funding.

OIRA: The high community interest and demand for this service, and the continuing success of the Ready to Work model led to consolidating two additional classes in economic distressed zip codes under CDBG funding in 2021. In 2022 and 2023, the City will direct an additional \$250,000 to address negative economic impacts of the pandemic on low-wage, limited-English-proficiency immigrant adults by expanding educational and training pathways.

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

The City of Seattle considers many strategies to address homelessness, including considering public land. Previous strategies used include siting emergency shelters or sanctioned encampments on public land/buildings. Examples in the Human Services Department include the Seattle Navigation Center and permitted encampments known locally as “villages.” The City has also used strategies of selling land/buildings to finance new shelter beds or housing.

The Office of Housing is working on several projects using publicly owned land:

- **K-Site:** In June of 2018, the City issued a Request for Proposal for an 11,000 square foot surplus property in the Uptown neighborhood of Seattle. The city prioritized homeless housing and awarded the property and \$8 million dollars to Plymouth Housing. Plymouth proposes to develop 72 units of “graduation” housing for formerly homeless individuals and 19 permanent supportive housing units. The project includes an arts component on the ground floor, housing “Path with Arts”, a nonprofit who transforms lives of people recovering from homelessness addiction and other trauma, by harnessing the power of creative engagement as a bridge and path to stability.
- **Yesler Terrace:** Per a Cooperative Agreement signed by the City and SHA in 2012, the two parties continue to coordinate on the execution of housing covenants between the City, SHA, and private developers, in conjunction with sales of SHA-owned land in the Master Planned Community Yesler Terrace (MPC-YT) zone. Additionally, the City continues to track SHA’s progress toward development and affordability goals, as stated in the Cooperative Agreement and its subsequent amendments.
- **SCL properties: Seattle City Light has** transferred two City-light owned properties at no cost to non-profit developers for the creation of permanently affordable homes. All homes created will be available to first-time, low-income homebuyers at or below 80% AMI. One site will be transferred to Habitat for Humanity for the creation of 7 townhomes along with a \$720,000 funding award from the Office of Housing. The other site will be transferred to Homestead Community Land Trust along with a \$1.5 million funding award from the Office of Housing.
- **Yakima:** The City will transfer this site to Homestead Community Land Trust at no cost for the development of 10 permanently affordable homes for low-income, first-time homebuyers at or below 80% AMI. The Office of Housing is also providing a \$900,000 funding award. Construction will begin this spring.

Discussion

The City’s use of the Consolidated Plan funds is based on the purpose of the funds, eligible activities, and those of other financial resources available to the City, such as our housing levy, families and education

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levy, and general fund. We try to match the fund source to its best use in the context of all the other funds. Our contingency plan is found in Section AP-35. If necessary due to unanticipated revenue changes (either in the allocation or in program income) that necessitate a substantial amendment, formal City budget action will take place to adjust affected budget authorizations to departments.

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Annual Goals and Objectives

AP-20 Annual Goals and Objectives

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	CPD: Increase homeless services	2018	2022	Homeless		AFH: Displacement due to economic pressure AFH: Lack of Afford, Access. Hsg in Range of Sizes AFH: Access to financial services	CDBG: \$3,151,628 ESG: \$801,427	Public service activities other than Low/Moderate Income Housing Benefit: 7200 Persons Assisted Homeless Person Overnight Shelter: 3800 Persons Assisted
2	CPD: Increase Small Business Assistance	2018	2022	Non-Housing Community Development		AFH: Lack Public Investment in Specific Neighbhds. AFH: Lack Private Investment in Specific Neighbhds AFH: Lack of Educational/Employment Spprt for LMI	CDBG: \$1,364,000	Businesses assisted: 133 Businesses Assisted

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Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
3	CPD: Access to Nature and Physical Activities	2018	2022	Non-Housing Community Development		AFH: Lack Public Investment in Specific Neighbhds. AFH: Inaccessible Infrastructure	CDBG: \$808,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 35000 Persons Assisted
4	AFH/CPD:Resources for at-risk renters/owners	2018	2022	Affordable Housing Non-Homeless Special Needs		AFH: Displacement due to economic pressure AFH: Location & Type of Affordable Housing AFH: Access to financial services AFH:Access publicly supprted hsg for ppl w/disabil AFH: Impediments to mobility AFH: Private Discrimination AFH: Access to Medical Services	CDBG: \$605,462 HOPWA: \$3,357,136	Homeowner Housing Rehabilitated: 20 Household Housing Unit HIV/AIDS Housing Operations: 254 Household Housing Unit

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Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
5	AFH/CPD: Preserve and increase affordable housing	2018	2022	Affordable Housing		AFH: Displacement due to economic pressure AFH: Location & Type of Affordable Housing AFH: Lack Public Investment in Specific Neighbhds. AFH: Community Opposition AFH: Insufficient Investment in Affordable Housing AFH: Access to financial services AFH: Availability/Type of Public Transport. AFH: Impediments to mobility AFH: Private Discrimination AFH: Scarcity/High Costs of Land	CDBG: \$681,439 HOME: \$4,650,525	Rental units constructed: 22 Household Housing Unit Rental units rehabilitated: 26 Household Housing Unit Direct Financial Assistance to Homebuyers: 6 Households Assisted

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Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
7	AFH/CPD: Initiatives support marginalized groups	2018	2022	Non-Housing Community Development		AFH: Impediments to mobility AFH: Lack Private Investment in Specific Neighbhds AFH: Lack of Educational/Employment Spprt for LMI AFH: Scarcity/High Costs of Land	CDBG: \$805,934	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 220 Persons Assisted Other: 1350 Other
8	AFH/CPD: Equitable investment across communities	2018	2022	Public Housing Non-Housing Community Development		AFH: Impediments to mobility AFH: Lack Private Investment in Specific Neighbhds AFH: Lack of Educational/Employment Spprt for LMI AFH: Scarcity/High Costs of Land AFH: Historic Siting of Publicly Supported Housing AFH:Historic Disinvestment in Public Hsg Community	CDBG: \$430,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 100 Persons Assisted

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Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
9	AFH/CPD: Provide housing/services to seniors	2018	2022	Affordable Housing Public Housing		AFH: Displacement due to economic pressure AFH: Location & Type of Affordable Housing AFH: Lack of Afford, Access. Hsg in Range of Sizes AFH: Lack of Afford. in-Home/Com Based Spprt Serv. AFH: Lack of Hsg Accessibility Modification Assist AFH: Lack Private Investment in Specific Neighbhds	CDBG: \$595,661	Rental units rehabilitated: 500 Household Housing Unit
10	CPD: Increase Disaster Readiness	2018	2022	Affordable Housing Public Housing Homeless Non-Homeless Special Needs Non-Housing Community Development		AFH: Inaccessible Infrastructure AFH: Inaccessible Government Facilities/Services		Other: 1 Other

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Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
11	AFH: Engage communities in civic participation	2018	2022	Outreach		AFH: Displacement due to economic pressure AFH: Location & Type of Affordable Housing AFH: Lack Public Investment in Specific Neighbhds. AFH: Community Opposition AFH: Admissions, occupancy policies & procedures AFH: Impediments to mobility AFH: Lack Private Investment in Specific Neighbhds AFH: Historic Siting of Publicly Supported Housing		Other: 5 Other

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Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
12	AFH: Services to those with different abilities	2018	2022	Affordable Housing Public Housing Non-Homeless Special Needs		AFH: Location & Type of Affordable Housing AFH: Lack of Afford, Access. Hsg in Range of Sizes AFH: Access publicly supported hsg for ppl w/disabil AFH: Admissions, occupancy policies & procedures AFH: Lack of Afford Integrated Hsg-Ind w/Supp Serv AFH: Lack of Hsg Accessibility Modification Assist AFH: Private Discrimination AFH: Access to Medical Services		Other: 4 Other

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Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
13	AFH: Provide more housing choices for families	2018	2022	Affordable Housing Public Housing		AFH: Displacement due to economic pressure AFH: Location & Type of Affordable Housing AFH: Land Use and Zoning Laws AFH: Insufficient Investment in Affordable Housing AFH: Lack of Afford, Access. Hsg in Range of Sizes AFH: Admissions, occupancy policies & procedures AFH: Lack Private Investment in Specific Neighbhds		Other: 5 Other

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Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
14	AFH:Increase housing options for homeless families	2018	2022	Homeless		AFH: Displacement due to economic pressure AFH: Location & Type of Affordable Housing AFH: Insufficient Investment in Affordable Housing AFH: Lack of Afford, Access. Hsg in Range of Sizes AFH: Lack of Afford Integrated Hsg-Ind w/Supp Serv AFH: Private Discrimination AFH: Source of Income Discrimination		Other: 3 Other

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Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
15	AFH: Promote equitable growth in new development	2018	2022	Affordable Housing Public Housing Non-Housing Community Development		AFH: Displacement due to economic pressure AFH: Location & Type of Affordable Housing AFH: Land Use and Zoning Laws AFH: Insufficient Investment in Affordable Housing AFH: Lack of Afford, Access. Hsg in Range of Sizes AFH: Impediments to mobility AFH: Scarcity/High Costs of Land		Other: 2 Other

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Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
16	AFH:Strong community despite displacement pressure	2018	2022	Non-Housing Community Development		AFH: Displacement due to economic pressure AFH: Lack Public Investment in Specific Neighbhds. AFH: Land Use and Zoning Laws AFH: Lack of Afford, Access. Hsg in Range of Sizes AFH: Impediments to mobility AFH: Lack Private Investment in Specific Neighbhds AFH: Scarcity/High Costs of Land		Other: 4 Other

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Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
17	AFH: Stay accountable to Comprehensive GM Plan	2018	2022	Affordable Housing Non-Housing Community Development		AFH: Displacement due to economic pressure AFH: Location & Type of Affordable Housing AFH: Lack Public Investment in Specific Neighbhds. AFH: Land Use and Zoning Laws AFH: Community Opposition AFH: Insufficient Investment in Affordable Housing AFH: Lack of Afford, Access. Hsg in Range of Sizes AFH: Access to financial services AFH: Availability/Type of Public Transport. AFH: Impediments to mobility AFH: Private Discrimination AFH: Scarcity/High Costs of Land		Other: 3 Other

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Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
18	AFH: All communities are environmentally sound	2018	2022	Non-Housing Community Development		AFH: Lack Public Investment in Specific Neighbhds. AFH: Land Use and Zoning Laws AFH: Lack Private Investment in Specific Neighbhds AFH: Location of Environmental Health Hazards		Other: 3 Other
19	AFH: Pursue best practices to end biases	2018	2022	Non-Housing Community Development		AFH: Land Use and Zoning Laws AFH: Community Opposition AFH: Impediments to mobility AFH: Lack Private Investment in Specific Neighbhds AFH: Private Discrimination AFH: Source of Income Discrimination AFH: Marketing/Screening Practices in Private Hsg		Other: 4 Other

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Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
20	AFH: Combat institutional racism and barriers	2018	2022	Affordable Housing Non-Housing Community Development		AFH: Insufficient Investment in Affordable Housing AFH: Lack of State/Local Fair Housing Laws AFH: Private Discrimination AFH: Source of Income Discrimination		Other: 1 Other
21	AFH: Create supp hsg, reduce barriers for homeless	2018	2022	Affordable Housing Public Housing Homeless		AFH: Location & Type of Affordable Housing AFH: Insufficient Investment in Affordable Housing AFH: Lack of Afford, Access. Hsg in Range of Sizes AFH: Access publicly supprted hsg for ppl w/disabil AFH: Admissions, occupancy policies & procedures AFH: Lack of Afford Integrated Hsg-Ind w/Supp Serv		Other: 4 Other

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Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
22	AFH/CPD: Increase access to government facilities	2018	2022	Non-Housing Community Development		AFH: Inaccessible Infrastructure AFH: Inaccessible Government Facilities/Services		Other: 1 Other
23	AFH:Equitable access and amenities throughout city	2018	2022	Non-Housing Community Development		AFH: Displacement due to economic pressure AFH: Land Use and Zoning Laws AFH: Insufficient Investment in Affordable Housing		Other: 1 Other
24	AFH: Partnerships to imp public health outcomes	2018	2022	Public Housing Non-Housing Community Development		AFH: Displacement due to economic pressure AFH: Lack of Afford, Access. Hsg in Range of Sizes AFH: Lack of Afford. in-Home/Com Based Spprt Serv. AFH: Location of Environmental Health Hazards AFH: Access to Medical Services		Other: 1 Other

Table 6 – Goals Summary

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Goal Descriptions

1	Goal Name	CPD: Increase homeless services
	Goal Description	
2	Goal Name	CPD: Increase Small Business Assistance
	Goal Description	
3	Goal Name	CPD: Access to Nature and Physical Activities
	Goal Description	
4	Goal Name	AFH/CPD:Resources for at-risk renters/owners
	Goal Description	CDBG \$605,462 reflects program income expenditure only.
5	Goal Name	AFH/CPD: Preserve and increase affordable housing
	Goal Description	CDBG \$681,439 reflects Program Income only.

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7	Goal Name	AFH/CPD: Initiatives support marginalized groups
	Goal Description	Estimated performance outcomes: Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 220 Persons Assisted Individuals Served: 1350 unduplicated served at Mt. Baker facility
8	Goal Name	AFH/CPD: Equitable investment across communities
	Goal Description	
9	Goal Name	AFH/CPD: Provide housing/services to seniors
	Goal Description	Represents allocation of additional \$145, 744 of CDBG funds based on difference between estimated and final 2022 grant award amounts. The additional funds will be used by Sound Generations to mitigate a two-year wait list of eligible households for minor home repair services.
10	Goal Name	CPD: Increase Disaster Readiness
	Goal Description	
11	Goal Name	AFH: Engage communities in civic participation
	Goal Description	
12	Goal Name	AFH: Services to those with different abilities
	Goal Description	

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13	Goal Name	AFH: Provide more housing choices for families
	Goal Description	
14	Goal Name	AFH: Increase housing options for homeless families
	Goal Description	
15	Goal Name	AFH: Promote equitable growth in new development
	Goal Description	
16	Goal Name	AFH: Strong community despite displacement pressure
	Goal Description	
17	Goal Name	AFH: Stay accountable to Comprehensive GM Plan
	Goal Description	
18	Goal Name	AFH: All communities are environmentally sound
	Goal Description	
19	Goal Name	AFH: Pursue best practices to end biases
	Goal Description	

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20	Goal Name	AFH: Combat institutional racism and barriers
	Goal Description	
21	Goal Name	AFH: Create supp hsg, reduce barriers for homeless
	Goal Description	
22	Goal Name	AFH/CPD: Increase access to government facilities
	Goal Description	
23	Goal Name	AFH: Equitable access and amenities throughout city
	Goal Description	
24	Goal Name	AFH: Partnerships to imp public health outcomes
	Goal Description	

Projects

AP-35 Projects – 91.220(d)

Introduction

This annual action plan is developed in the context of the City of Seattle’s overall budget of \$6.5 billion (Mayor’s 2022 Proposed Budget). Given all available resources and needs, the City has determined that these proposed uses of Consolidated Plan funds give us the greatest opportunity to achieve the City’s goals, meet its responsibilities, and address the needs of low- and moderate-income residents. CDBG funded public services projects, and projects funded with ESG and HOPWA, have been or will be reviewed and selected via competitive "requests for investments" processes to ensure that the proposed services lead to the positive client outcomes.

Projects

#	Project Name
1	HSD 2022 CDBG Administration and Planning
2	Homeless Services (KCHRA Subrecipient grants)
3	Homeless Services (KCRHA admin)
4	ESG22 Seattle
5	2022 - 2024City of Seattle WAH22-F001 (SEA) HOPWA
6	Community Facilities - Clinic Development
7	Mt Baker
8	Minor Home Repair (HSD)
9	Home Repair Revolving Loan Program (OH)
10	Homebuyer Assistance Revolving Loan Program
11	2022 OH Admin & Planning
12	Rental Housing Preservation and Development Revolving Loan Program
13	OH HOME Admin
14	OH 2022 HOME entitlement
15	OED 2022 Small Business Support
16	OIRA ESL for Work (Ready to Work)
17	OPCD Equitable Development Initiative
18	Parks Seattle Conservation Corp. Parks Upgrades

Table 7 - Project Information

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

These allocations are based on needs analyses, the availability of other funds targeted to various needs, the purpose of the Consolidated Plan funds, and the availability of City General Funds to meet a wide variety of needs. Should HUD revenues (either annual allocation or program income) exceed the planned amount, the additional resources shall be allocated in accordance with these funding guidelines.

- Mitigate the funding reductions applied to various CDBG programs, grant administration, and planning efforts over the past several years in response to diminishing resources;
- Maximize use of funds for public services to the extent prudent to address gaps in funding for services for homeless persons (such as emergency shelter and day / hygiene services) and other low- and moderate-income households;
- Increase funding for those physical development activities (housing, community facilities, parks, economic development) that do not require on-going annual funding. To the extent possible, the City shall avoid development of a CDBG operating expense base that cannot be sustained if the federal government fails to maintain future CDBG funding at the current levels. CARES Act CDBG-CV and ESG-CV funding has been or will be reflected in amendments to the 2019 AAP and at <http://www.seattle.gov/humanservices/funding-and-reports/federal-funding-and-reports>. Should HUD revenues come in lower than planned, the City will continue its policy that the priority for managing decreases in CDBG resources will, to the extent possible, be to reduce funding allocations in physical development and/or administrative activities and not in public services.
- The HUD funding reductions shall be made in planning, administration, and/or physical development programs, including program delivery costs. One-time-only capital projects are most likely to experience reduced allocations of any HUD revenue decrease. Funding reductions may be applied across-the-board among physical development programs. Reductions in administration and planning will be done to the extent that they will not substantially impair the City's ability to manage the Consolidated Plan funds in an accountable manner.
- Comply with expenditure cap limitations on public services and planning and administration.
- The City will explore any other possible areas of savings or reductions that have a minimal impact on sustaining current levels of program operations and services. The Federal Grants Manager shall work with affected City programs in identifying and capturing prior year CDBG under-expenditures. If increases are not substantial or significant enough to enhance or fund an activity, funds may be placed in contingency for programming late in the year or in the next program year. If a local "urgent

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needs" event and/or a state or federally declared disaster occurs, federal grant funds which are allocated but not yet distributed and expended may be reprogrammed to address otherwise HUD eligible activities that address the disaster conditions. Such a response would not be treated as a Substantial Amendment to this Plan but would be handled according to the Citizen Participation Plan adopted as part of this Consolidated Plan (see attachments). See AP-90 for applicability of the Residential Anti-displacement and Relocation Assistance Plan (RARAP).

9 Project Summary

Project Summary Information

1	Project Name	HSD 2022 CDBG Administration and Planning
	Target Area	
	Goals Supported	
	Needs Addressed	
	Funding	CDBG: \$1,244,639
	Description	The Consolidated Plan funds are used to benefit the 704,352 residents of the City of Seattle (2016 Population Estimates, US Census Bureau), specifically targeting the needs of the 237,285 Low-Moderate-Income residents of Seattle (FY 2017 LMISD by Grantee - Summarized Block Group Data, Based on 2006-2010 American Community Survey). Programs and activities supported by these funds are specifically intended to benefit low- and moderate-income and homeless persons and families. These persons and families are disproportionately underserved and from communities of color. Economic and community development activities will specifically target historically disadvantaged neighborhoods and business districts.
	Target Date	12/31/2023
	Estimate the number and type of families that will benefit from the proposed activities	The Consolidated Plan funds are used to benefit the 704,352 residents of the City of Seattle (2016 Population Estimates, US Census Bureau), specifically targeting the needs of the 237,285 Low-Moderate-Income residents of Seattle (FY 2017 LMISD by Grantee - Summarized Block Group Data, Based on 2006-2010 American Community Survey). Programs and activities supported by these funds are specifically intended to benefit low- and moderate-income and homeless persons and families. These persons and families are disproportionately underserved and from communities of color. Economic and community development activities will specifically target historically disadvantaged neighborhoods and business districts.
	Location Description	City-wide

	Planned Activities	Provide internal staffing capacity to adequately and effectively manage and administer the CDBG program and oversight of all Consolidated Plan funds, and to review eligibility and monitor labor standards, and environmental compliance. Ensure programmatic compliance with applicable federal regulation. Maintain data integrity of IDIS data. Development annual action plans, CAPER and updates; research into related issues, including fair housing, homeless response, and other topics related to homeless and low- and moderate-income persons and families. Provide CDBG program for indirect administration support of program operations, including executive leadership, communications, payroll / human resources, information technology, and accounts payable / budget management services. Charges consistent with approved indirect cost allocation plan
2	Project Name	Homeless Services (KCHRA Subrecipient grants)
	Target Area	
	Goals Supported	CPD: Increase homeless services
	Needs Addressed	
	Funding	CDBG: \$3154270
	Description	Programs and activities supported by these funds are specifically intended to benefit low- and moderate-income and homeless persons and families. These persons and families are disproportionately underserved and from communities of color.
	Target Date	12/21/2023
	Estimate the number and type of families that will benefit from the proposed activities	Programs and activities supported by these funds are specifically intended to benefit low- and moderate-income and homeless persons and families. These persons and families are disproportionately underserved and from communities of color. Approximately 7,200 persons assisted.
	Location Description	City-wide
Planned Activities	Provide emergency shelter operations and case management to move people to permanent housing via two subrecipient agreements. These funds will be administered by King County Regional Homeless Authority as a subrecipient of the City.	
3	Project Name	Homeless Services (KCRHA admin)
	Target Area	
	Goals Supported	CPD: Increase homeless services

	Needs Addressed	
	Funding	CDBG: \$24,600
	Description	Starting in 2022, King County Regional Homeless Authority is the City's CoC and responsible for homelessness response. These funds will be used by KCHRA to support the City's development of consolidated plans and other CDBG related administrative activities.
	Target Date	12/31/2023
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	City-wide
	Planned Activities	Support the administrative obligations of King County Regional Homeless Authority as a subrecipient of CDBG funds and as a participant in the consolidated planning process.
4	Project Name	ESG22 Seattle
	Target Area	
	Goals Supported	CPD: Increase homeless services
	Needs Addressed	
	Funding	ESG: \$801,427
	Description	Programs and activities supported by these funds are specifically intended to benefit low- and moderate-income and homeless persons and families. These persons and families are disproportionately underserved and from communities of color.
	Target Date	12/31/2023 (within two-year period of performance 2021-2023)
	Estimate the number and type of families that will benefit from the proposed activities	Programs and activities supported by these funds are specifically intended to benefit low- and moderate-income and homeless persons and families. These persons and families are disproportionately underserved and from communities of color. Approximately 4,802 individuals will benefit from the ESG funding <u>in combination with CDBG</u> entitlement funds.
	Location Description	City-wide

	Planned Activities	The 2023 ESG allocation will be used to fund operations at two shelter sites and fund a Rapid Re-Housing program for families. The amount of funds going to emergency shelter will not exceed the amount spent on emergency services in 2010 and no more than 7.5% of the 2023 allocation will be used for administration. These funds will be administered by King County Regional Homeless Authority as a subrecipient of the City.
5	Project Name	2022 – 2024 City of Seattle WAH22-F001 (SEA) HOPWA
	Target Area	
	Goals Supported	AFH/CPD: Resources for at-risk renters/owners
	Needs Addressed	
	Funding	HOPWA: \$3,357,136
	Description	Allocate funds to project sponsors to provide the most effective mix of activities to serve persons living with AIDS and their families.
	Target Date	12/31/2024 (within period of performance 2022 to 2024)
	Estimate the number and type of families that will benefit from the proposed activities	Low and moderate-income and persons and families. These persons and families are disproportionately underserved and from communities of color. Approximately 290 households will benefit from the HOPWA housing assistance funding.
	Location Description	King and Snohomish Counties
	Planned Activities	Provide funding for housing stabilization including Tenant based Rent Assistance (TBRA) and Short-Term Rent, Mortgage, and Utility (STRMU) assistance, and Permanent Housing Placement along with Supportive Services for employment.
6	Project Name	Community Facilities and Improvements
	Target Area	
	Goals Supported	AFH/CPD: Equitable investment across communities
	Needs Addressed	
	Funding	CDBG: \$1,000,000
	Description	Funds are used to support eligible capital facilities improvements for non-profit organizations City-wide. Current emphasis in on increasing child-care facilities capacity.
	Target Date	12/31/2024

	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	
7	Project Name	Mt Baker – Family Resource Center
	Target Area	
	Goals Supported	AFH/CPD: Equitable investment across communities
	Needs Addressed	
	Funding	CDBG: \$100,000
	Description	The Paul G. Allen Foundation has provided \$30 million dollars capital support for the development of affordable housing for families. On the ground floor of the building is a Family Resource Center (FRC). This center is available to low-income families many of whom face housing instability.
	Target Date	12/31/2023
	Estimate the number and type of families that will benefit from the proposed activities	Mercy Housing, Mary’s Place, Childcare Resources and Refugee Women’s Alliance will partner to provide services in the Family Resource Center. While the families in the building will be able to access the services, the FRC is intended to provide services to the surrounding community more than the families living in the building. Estimated client service numbers for 2023: <ul style="list-style-type: none"> • 900 unduplicated adults will participate in diversion, stabilization, or resiliency program services • 360 unduplicated adults will receive basic needs items from the Resource Room
	Location Description	Rainier Valley
Planned Activities	A wide variety of family support services will be offered at the FRC including, health education, housing stability services, diversion referrals for families experiencing homelessness, Annual Action Plan childcare placement services, and play and earn groups for kids. This will be the last year for CDBG funding for this project. The project will be eligible for an RFP planned for homeless and family stability projects to be conducted in 2023 for 2024 contracts.	

8	Project Name	Minor Home Repair (HSD)
	Target Area	
	Goals Supported	AFH/CPD: Provide housing/services to seniors
	Needs Addressed	
	Funding	CDBG: \$500,000
	Description	Provide minor home repairs to qualifying low- and moderate- income homeowners for safety and health-related repairs to their homes via sub-recipient service provider. In 2022, an additional \$145,744 was added to the Minor Home Repair program to mitigate a two-year wait list for services. Increase in base funding for 2023 anticipates continued work on the backlog of applicants for services.
	Target Date	12/31/2023
	Estimate the number and type of families that will benefit from the proposed activities	Programs and activities supported by these funds are specifically intended to benefit low- and moderate-income seniors and younger disabled adults. These persons are disproportionately underserved and from communities of color. Economic and community development activities will specifically target historically disadvantaged neighborhoods and business districts. It is estimated 500 homeowners in 2022 will be assisted with this minor home repair program, enabling the homeowner to stay in their home longer, as well as preserve older housing stock in Seattle. This program has been funded at the same level since 2014 with CDBG funding Annual Action Plan 2022 52 OMB Control No: 2506-0117 (exp. 09/30/2021) and historically assisted a majority of households of color throughout Seattle. Specifically, 67% of 556 households assisted in 2016 identified as households of color: 65% of 623 for 2015, 64% of 673 in 2014, and 65% of 682 in 2013, and 66% of 709 households in 2012. It is anticipated that a similar percentage of households assisted will also identify as households of color in 2021. Historically this program has assisted homeowners of which 85% identify as senior and of which over 60% are Female Heads of Household. Additionally, over 80% of the households have incomes that are half (50%) of Area Median Income.
	Location Description	City-wide

	Planned Activities	The Minor Home Repair program serves younger disabled homeowners, low-income family homeowners, and older adult homeowners who are faced with the challenge of affording home repairs. Subrecipient staff provide parts and labor to make minor home repairs for homeowners who are on limited incomes. Subrecipient staff conduct an assessment and implementation of minor repairs on owner-occupied housing. Repairs include, but are not limited to, fixing leaking pipes, replacing broken sinks, rebuilding broken steps, replacing broken doors and windowpanes, building wheelchair ramps, and installing grab bars.
9	Project Name	Home Repair Revolving Loan Program (OH)
	Target Area	
	Goals Supported	AFH/CPD: Resources for at-risk renters/owners
	Needs Addressed	
	Funding	CDBG: \$605,462
	Description	Provide major home repair financial assistance to qualifying low- and moderate-income homeowners, to help them maintain their homes so that they can continue to live there. In 2023, funding will be provided from program income in the Revolving Loan Fund (RLF).
	Target Date	12/31/2023
	Estimate the number and type of families that will benefit from the proposed activities	Approximately 20 homeowners will receive financial assistance for major home repair. Assisted households typically include seniors and others on low, fixed incomes. The Home Repair Loan Program helps prevent displacement of low-income homeowners by helping them remain safely in their homes. Homeowners of color are more likely than their white counterparts to be severely cost burdened, meaning that they pay more than 50% of their income towards housing. Therefore, homeowners of color may be more likely to not have access to resources needed for critical home repairs like roof replacements or side sewers.
	Location Description	City-wide
	Planned Activities	Financial assistance in the form of loans to qualifying homeowners. Program development, financial management, and data reporting activities in support of the Home Repair Program.
10	Project Name	Homebuyer Assistance Revolving Loan Program
	Target Area	

	Goals Supported	AFH/CPD: Preserve and increase affordable housing
	Needs Addressed	
	Funding	CDBG: \$222,000
	Description	This project will continue to provide direct assistance to low and moderate-income (LMI) households to purchase existing homes, to the extent there are funds available in this Revolving Loan Fund (RLF) It is the goal of the City Homebuyer Assistance Program to create access to housing stability and wealth building through provide access to affordable homeownership for LMI households in Seattle. 2023 funding will come from program income via the Revolving Loan Fund (RLF).
	Target Date	12/31/2022
	Estimate the number and type of families that will benefit from the proposed activities	Six households of color, or other historically disadvantaged Seattle residents will benefit from the proposed activities.
	Location Description	City-wide
	Planned Activities	
11	Project Name	2023 OH Admin & Planning
	Target Area	
	Goals Supported	AFH/CPD: Preserve and increase affordable housing
	Needs Addressed	
	Funding	CDBG: \$160,972
	Description	Support OH staff costs associated with CDBG and HOME program planning and contracted services.
	Target Date	12/21/2023
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	City-wide
	Planned Activities	Planning activities related to the development of affordable housing.
	Project Name	Rental Housing Preservation and Development Revolving Loan Program

12	Target Area	
	Goals Supported	AFH/CPD: Preserve and increase affordable housing
	Needs Addressed	
	Funding	CDBG: \$366,435
	Description	The balance remaining in the Revolving Loan Fund (RLF) rather than entitlement funds will provide financial assistance for the preservation and development of multifamily rental affordable housing.
	Target Date	12/21/2024
	Estimate the number and type of families that will benefit from the proposed activities	Funded projects will serve low-income households, including formerly homeless households, for 50 years or more. These are households with incomes at or below 60% of AMI who are disproportionately people of color and disproportionately cost burdened. These households also include other protected classes, such as seniors and people with disabilities who are living on low, fixed incomes. Housing will be affirmatively marketed to ensure access by disadvantaged groups. Homeless housing will serve households assessed and referred through in the Continuum of Care's coordinated entry system. 22 Rental unit rehabbed: 26 Household Housing Unit
	Location Description	City-wide
	Planned Activities	The CDBG funds will be used, with other funds, for capital financing related to construction, acquisition, and rehabilitation of affordable rental housing for low-income households.
13	Project Name	OH HOME Admin
	Target Area	
	Goals Supported	AFH/CPD: Preserve and increase affordable housing
	Needs Addressed	
	Funding	HOME: \$365,052
	Description	Funding supports grants management and administration of HOME federal funds.
	Target Date	12/31/2023
	Estimate the number and type of families that will benefit from the proposed activities	

	Location Description	City-wide
	Planned Activities	Funding supports grants management and administration of HOME federal funds.
14	Project Name	OH 2023 HOME entitlement
	Target Area	
	Goals Supported	AFH/CPD: Preserve and increase affordable housing
	Needs Addressed	AFH: Location & Type of Affordable Housing AFH: Lack Public Investment in Specific Neighbhds. AFH: Insufficient Investment in Affordable Housing
	Funding	HOME: \$4,285,473
	Description	Funding will be awarded to housing development and preservation projects through a competitive Notice of Funds Available (NOFA) process in December 2022. An estimated 22 households will be assisted in total. Funded projects will serve low-income households, including formerly homeless households, for 50 years or more. These are households with incomes at or below 60% of AMI who are disproportionately people of color and disproportionately cost burdened. These households also include other protected classes, such as seniors and people with disabilities who are living on low, fixed incomes. Housing will be affirmatively marketed to ensure access by disadvantaged groups. Homeless housing will serve households assessed and referred through in the Continuum of Care's coordinated entry system.
	Target Date	12/31/2023
	Estimate the number and type of families that will benefit from the proposed activities	Funded projects will serve low-income households, including formerly homeless households, for 50 years or more. These are households with incomes at or below 60% of AMI who are disproportionately people of color and disproportionately cost burdened. These households also include other protected classes, such as seniors and people with disabilities who are living on low, fixed incomes. Housing will be affirmatively marketed to ensure access by disadvantaged groups. Homeless housing will serve households assessed and referred through in the Continuum of Care's coordinated entry system. Anticipate 22 units of rental housing constructed.
	Location Description	City-wide

	Planned Activities	This year's allocation of HOME funds will likely go towards the production of approximately 20+ units of rental housing, some of which may be developed by a CHDO. The CDBG funds will be used, with other funds, for capital financing related to construction, acquisition, and rehabilitation of affordable rental housing for low-income households.
15	Project Name	OED 2023 Small Business Support
	Target Area	
	Goals Supported	CPD: Increase Small Business Assistance
	Needs Addressed	
	Funding	CDBG: \$1,000,000
	Description	The program prioritizes outreach for business technical assistance to women, minority and immigrant owned businesses with emphasis on tenant-based improvements to commercial facilities to sustain neighborhood businesses.
	Target Date	12/31/2023
	Estimate the number and type of families that will benefit from the proposed activities	<ul style="list-style-type: none"> • Approximately 100 small businesses will be supported with technical assistance. • Approximately 3 small businesses will be supported with financing for tenant improvements. • Approximately 30 small businesses will be supported with working capital grants. • Support 8 business district organizations establish and implement plans and strategies to provide resources and technical assistance to small businesses in their neighborhoods
	Location Description	City-wide
	Planned Activities	This project flexibly responds to emergent business needs multiple ways: by providing technical assistance on the stabilization and financial aspects of maintaining a business, providing working capital grants for businesses after a destabilizing event (for example, disruption of customers caused by nearby construction) and by financing necessary tenant improvements.
16	Project Name	OIRA ESL for Work (Ready to Work)
	Target Area	
	Goals Supported	AFH/CPD: Initiatives support marginalized groups
	Needs Addressed	AFH: Lack of Educational/Employment Spprt for LMI

	Funding	CDBG: \$650,200
	Description	Provide ESL, job skills training and placement for persons with limited English proficiency via a CBDO.
	Target Date	12/31/2023
	Estimate the number and type of families that will benefit from the proposed activities	The total number of families served is estimated to be 220. Participants will be English language learners in need of stable employment and ongoing access to English language learning and digital literacy programs. Currently immigrant and refugee jobseekers who have low levels of English language proficiency succeed in college certificate, job training, and basic skills programs at a significantly lower rate than native - born English proficient individuals. The outcomes of this program will demonstrate course completion and educational advancement rates that exceed those of traditional college-based ESL programs
	Location Description	City-wide
	Planned Activities	Via a CBDO, and subcontracted community-based organizations, provide English language learning and digital literacy classes and employment services including outreach, learning assessments, classroom instruction, case management, educational and career planning, job placement and employer engagement to support the program.
17	Project Name	OPCD Equitable Development Initiative
	Target Area	
	Goals Supported	AFH/CPD: Equitable investment across communities
	Needs Addressed	AFH: Displacement due to economic pressure AFH: Lack Public Investment in Specific Neighbhds. AFH: Impediments to mobility
	Funding	CDBG: \$430,000
	Description	Provide support for community-based organizations pursuing investment strategies that will mitigate displacement within high-risk neighborhoods.
	Target Date	12/31/2023

<p>Estimate the number and type of families that will benefit from the proposed activities</p>	<p>Funding will be awarded to eligible organizations through a competitive Notice of Funds Availability (NOFA) process in early in 2022. The EDI Fund addresses displacement and the unequal distribution of opportunities to sustain a diverse Seattle. The EDI fosters community leadership and supports organizations to promote equitable access to housing, jobs, education, parks, cultural expression, healthy food and other community needs and amenities. The EDI Framework integrates people and place to create strong communities and people, as well as great places with equitable access. The Framework, with its equity drivers and outcomes, functions as an analytical tool to guide implementation to reduce disparities and achieve equitable outcomes for marginalized populations. The following are the indicators that inform the displacement Risk Index that EDI projects are focusing on:</p> <ol style="list-style-type: none"> 1. People of color: Percentage of population that is not non-Hispanic White; 2. Linguistic isolation: Percentage of households in which no one 14 and over speaks English only or no one 14 and over speaks both a language other than English and English "very well"; 3. Low educational attainment: Percentage of population 25 years or older who lack a Bachelor's degree; 4. Rental tenancy: Percentage of population in occupied housing units that are renters; 5. Housing cost-burdened households: Percentage of households with income below 80% of AMI that are cost burdened (> 30% of income on housing) and Percentage of households with income below 80% of AMI that are severely cost burdened (> 50% of income on housing); 6. Household income: Percentage of population with income below 200% of poverty level; and 7. Proximity to transit: Number of unique transit trips within 0.25-mile walking distance of a location. <p>CDBG funds will support at least 2 projects in two different neighborhoods pursuing an anti-displacement strategy. Estimated to benefit 100 persons.</p>
<p>Location Description</p>	<p>City-wide though priority for areas that are impacted by the criteria listed above.</p>

	Planned Activities	Equitable Development Projects are community-driven strategies created through an inclusive community engagement process and are prioritized in neighborhoods with high levels of chronic and recent displacement risk, history of disinvestment and community driven priorities to mitigate further displacement and increase access to opportunity. Funds will be awarded to eligible organizations through a request for proposal process.
18	Project Name	Parks Seattle Conservation Corp. Parks Upgrades
	Target Area	
	Goals Supported	CPD: Access to Nature and Physical Activities
	Needs Addressed	AFH: Inaccessible Infrastructure
	Funding	CDBG: \$808,000
	Description	Provide capital improvements, renovation and ADA improvements in neighborhood parks serving qualifying low and moderate-income neighborhoods. Allocation includes \$150,000 for planning and Admin costs.
	Target Date	12/31/2023
	Estimate the number and type of families that will benefit from the proposed activities	Park improvements occur in parks that serve low-income neighborhoods. The neighborhoods disproportionately serve people of color and other historically disadvantaged people. The residents within an approximate 1.5-mile radius of each park benefit from the improvements.
	Location Description	City-wide
	Planned Activities	Installation of up to 6 park improvements including but not limited to safety fencing, paths, ADA compliance, and improved landscaping.

AP-50 Geographic Distribution – 91.220(f)

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

At present, the City is not implementing HUD designated geographic based priority areas such as NRSAs, Empowerment Zone or Brownfields. Allocations and program activities are funded City-wide in accordance with eligibility and program priorities set through sub-recipient departments policies. Going forward, however, there will be intentional application of the following principles to help address the disparities of access to services, housing and community infrastructure identified through:

1. Disparities identified through the 2017 City and Seattle Housing Authority's Assessment of Fair Housing analysis in terms of geographic equity in access to private and publicly supported housing, services and community assets. In many cases this will be based on the need to balance City-wide access; but it will also prioritize those investments that address the current and future boundaries that HUD maps and data determine fall into Racial/Ethnically Concentrated Areas of Poverty. Other issues, such as improving access and reducing impact on people with different abilities could focus on system level improvements without being tied to specific geographic locales such as Transit Improvement that are primarily driven by urban planning and growth management principles but need to address disparate impact on people with different abilities, regardless of location.

2. The City's Equitable Development Initiative (EDI); part of the AFH work plan, focuses on areas with a high potential for gentrification and displacement, particularly areas that have been high minority concentrations as a result of racially restrictive covenants and/or redlining. Organizations prioritized for funding from EDI are expressly rooted in impacted communities and geographies.

3. Mandatory Housing Affordability (MHA) requires new development to include affordable homes or contribute to a City fund for affordable housing. The City adopted citywide MHA legislation in spring of 2019, expanding MHA affordable housing requirements in 27 urban villages. The series of upzones needed to expand MHA took effect on April 19, 2019. The MHA legislation was the product of over two years of consultation and engagement with other City departments, the Seattle Housing Authority, regional agencies, residents, and other community stakeholders. The expansion of MHA added capacity for an additional 72,000 homes and addresses needs heard from community stakeholders, including creating more affordable income-restricted housing for low-income people; minimizing displacement of existing residents; supporting more housing choices, including home ownership and family-size housing; and developing more opportunities for people to live near parks, schools, and transit. The rezones allow for new areas for townhouse and multi-family development in high-opportunity amenity-rich areas of the city. With the expansion of MHA, all multifamily and commercial development now contributes to rent- and income-restricted housing, making MHA the largest new contributor to affordable housing since the establishment of the voter-approved Seattle Housing Levy in 1981. Areas upzoned through MHA legislation may rise in priorities for investment of CDBG/HOME, State trust fund or local Levy funding. The HUD federal grants may be used for eligible high priority developments that directly benefit

LMI households. EDI projects are active in most MHA areas that have high percentages of people of color who are most likely to be affected by displacement due to upzones.

Geographic Distribution

Target Area	Percentage of Funds

Table 8 - Geographic Distribution

Rationale for the priorities for allocating investments geographically

See answer to question one above. In addition, where activities might impact HUD identified Racial/Ethnically concentrated area of Poverty (R/ECAPS) we want to suggest a broader approach to those neighborhoods. The 2017 Assessment of Fair Housing suggested that it’s good to pay attention not only to areas currently meeting R/ECAP criteria, but also areas of the city that are close to meeting the R/ECAP criteria and to areas that have come out of R/ECAP status.

- Areas of micro-segregation and economic disadvantage can be masked with data at the Census Tract level.
- A Census Tract can land inside or outside of the criteria for R/ECAPs as an artifact of the high margins of error in the ACS estimates used to test for R/ECAP status. (The tract-level margins of error for poverty rate HUD used to identify R/ECAPs averages +/-9 to 10 percentage points.) Additionally, it’s helpful to keep in mind that former R/ECAPs may be rapidly gentrifying areas with high displacement risk. Example: in 1990, Census Tract 87 in the Central Area/Squire Park area was a R/ECAP; as of the 2009-2013 5-year ACS, this Census Tracts was no longer a R/ECAP. Another tool that City departments commonly use to help inform geographic prioritization is the City’s Race and Social Equity Index, which combines data on race, ethnicity, and related demographics with data on socioeconomic disadvantage, disability, and health disadvantages to identify neighborhoods where marginalized populations are a relatively large share of residents. Responding to guidance in the Comprehensive Plan and Equitable Development Implementation Plan, the Office of Planning and Community Development launched an Equitable Development Monitoring Program (EDMP) in 2020 to aid City leaders and partners in making policy, planning, and investment decisions to advance equitable development and address displacement. The monitoring program includes analysis of community indicators of wellbeing and livability by neighborhood, with a special focus on how priority areas in the Race and Social Equity Index are faring on the indicators relative to other neighborhoods in the city. Insights from tracking of Heightened Displacement Risk Indicators, which comprise another part of the EDMP, will supplement the City’s existing, longer-range Displacement Risk Displacement Index in informing investments.

Discussion

Regardless of focus on a particular geographic area which is an official HUD designation like an

empowerment zone, or Brownfield urban renewal area, this Consolidated Plan will prioritize projects that meet the following criteria:

- Meet one or more of the established Consolidated Plan Goals for 2018-2023;
- Address and/or mitigate issues identified in the 2017 Assessment of Fair Housing;
- Proactively address the Race and Social Justice impact questions included in SP- 25 and SP-25;
- Address the needs of a City R/ECAP (geographic area that is disproportionately represented by people of color who are in poverty); • Leverage the work of other City and/or SHA adopted plans or initiatives.

Affordable Housing

AP-55 Affordable Housing – 91.220(g)

Introduction

The Office of Housing’s 2022 Notice of Funding Availability (NOFA) for the Multifamily Rental Housing Program was announced on July 29, 2022 and included approximately \$44 million for multifamily rental projects, which includes funds from the Housing Levy, other local and state sources as described here, along with federal funds.

One Year Goals for the Number of Households to be Supported	
Homeless	254
Non-Homeless	583
Special-Needs	109
Total	946

Table 9 - One Year Goals for Affordable Housing by Support Requirement

One Year Goals for the Number of Households Supported Through	
Rental Assistance	340
The Production of New Units	22
Rehab of Existing Units	584
Acquisition of Existing Units	0
Total	946

Table 10 - One Year Goals for Affordable Housing by Support Type

Discussion

The Office of Housing’s 2022 Notice of Funding Availability (NOFA) for the Multifamily Rental Housing Program was announced on July 29, 2022 and included approximately \$44 million for multifamily rental projects, which includes funds from the Housing Levy, other local and state sources as described here, along with federal funds. Affordable housing assistance programs implement many of the goals of the 2017 Assessment of Fair Housing and this Consolidated Plan by assisting people who are experiencing homelessness and other high needs groups, and by providing housing in areas with access to high opportunity and areas at high risk of displacement. Funding for rental housing production and preservation is awarded following the priorities and) procedures adopted in OH's Housing Funding Policies (link in PR-10 of the Consolidated Plan). The funding supports housing that will serve seniors and people with disabilities; low-wage workers and their families; and adults, families and youth/young adults experiencing homelessness, including chronically homeless people with disabilities. Housing is funded throughout the city, meeting fair housing goals to increase housing options in areas that afford access to opportunity, as well as preserve and increase housing in areas where residents are at high risk of displacement. Rehabilitation funding is also available for existing low-income rental housing needing

major systems upgrades to extend the life of buildings that serve extremely low-income residents. Funding for housing rehabilitation loans and grants is also made available following priorities and procedures in OH's Housing Funding Policies (see above). Assistance is available to low-income homeowners, including seniors on fixed income and other homeowners at risk of displacement. The program prioritizes repairs that address immediate health and safety issues and other urgent repairs that will result in increased cost and unhealthy living conditions if left unaddressed.

AP-60 Public Housing – 91.220(h)

Introduction

SHA is a public corporation which provides affordable housing to more than 37,200 people through a variety of opportunities including SHA owned/managed units, subsidizing collaborative units operated by non-profit partners and tenant-based vouchers that provide subsidy to participants to rent in the private market. Over 31,500 of these residents live within the City of Seattle. About one-third of SHA's participants in Seattle are children and another one-third are seniors or adults with disabilities. More than 80 percent of SHA households have annual incomes below 30 percent area median income.

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

In 2022, SHA will continue to innovate and adopt practices and policies that can increase access to affordable housing for more households in Seattle. While the Seattle housing market has grown increasingly expensive over the years, SHA has played a critical role in helping low-income households find stable, safe and affordable housing while remaining in Seattle. See Seattle Housing Authority's 2016-2020 Strategic Plan, 2021 Annual Moving to Work Plan and 2022 Annual Budget for SHA's proposed actions to address Seattle's public housing needs, all of which are publicly available at www.seattlehousing.org.

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

Residents play an active role at SHA. SHA Community Builders support residents in becoming involved in management, working with interested residents to form and sustain elected resident councils and issues specific work groups to collaborate with management on issues of common interest. In addition, most communities send representatives to the Low-Income Public Housing Joint Policy Advisory Committee (JPAC) and the Seattle Senior Housing JPAC, which SHA regularly consults on major policy issues, the Annual MTW Report and the Annual Budget. Residents are also involved in planning for the use of HUD's Resident Participation Funds. Finally, SHA's Board of Commissioners has two resident Commissioners who provide valuable points of view in SHA's governance. SHA's JobLink program connects residents to employment, education, and resources, putting more residents on a path toward increased economic self-sufficiency. For some participants, services include financial management workshops preparing them for homeownership.

In 2022, SHA began the early stages of development for the agency's next strategic plan. In 2023, staff will begin working extensively with residents through engagement with Resident Councils, both JPACs, focus groups and other methods to get feedback on SHA's priorities for the next three-ten years. The planning process will lead with anti-racism and social justice as a critical way to operationalize the

agency's equity work, guiding SHA towards becoming an anti-racist organization.

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

Seattle is not a troubled housing authority.

Discussion

While the need for safe, decent, affordable housing has always been greater than the supply, Seattle's income inequality gap is widening and the ability for people with low incomes to live in our city without additional support grows increasingly difficult. The majority of households we serve are comprised of seniors or people with disabilities who don't have a chance to earn higher incomes to cover increasing rents and other costs of living. Those who are able to work need stable, affordable housing, as well as access to quality low-cost childcare, job training and other services as well as access to living wage jobs so they can participate in the workforce, benefit from the City's economy and stand a chance of paying market rate rents without subsidy. Thus, in addition to providing affordable housing, SHA will continue to help residents access other services to ensure residents stay housed and Seattle remains a place for people of all income levels to live.

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

Introduction

Seattle is responding to the needs of people experiencing homelessness through a coordinated Continuum of Care (CoC), formerly All Home and by KCHRA. The City invests in services to prevent homelessness and to help people experiencing homelessness access and retain permanent, affordable housing with direct grants through contracts with community-based organizations. The City also invests in the development of affordable, permanent housing for homeless and low-income individuals and families. To provide more effective and efficient services, the City of Seattle is merging its homeless services with King County and All Home the CoC to create a new King County Regional Homelessness Authority (KCRHA) in 2022 COVID-19 has resulted in a significant delay for this transition. All three organizations continue to coordinate on shared goals and outcomes, such as increasing rates of exits to permanent housing, and addressing racial inequities. Through consolidation into a new regional authority, the City, King County and CoC will formalize goals around investment priorities and outcomes.

Until that time, we continue to share goals around outcomes such as increasing permanent housing exits through housing interventions and diversion, reducing inflow, and reducing returns to homelessness. Additional strategies to meet these goals include consolidating government homeless services, releasing requests for proposals, strengthening our Coordinated Entry for All (CEA) system, providing targeted technical assistance, and further engaging customer voice in the design of homelessness prevention and response. Goals will be refined through a new Regional Action Plan, which will be complete in 2023.

Goals will be refined through a new Regional Action Plan, which will be complete in 2023 The KCRHA will also be required to complete a 5- year plan that will address specific measurable actions, outcomes and goals for the entire King County region.

Funding to agencies described in the action plan is provided in the form of a contract between the recipient agency and the Seattle Human Services Department (HSD). The contract contains terms and conditions of funding, reporting and invoicing requirements, performance expectations and service delivery levels, record keeping responsibilities, and consent to on-site monitoring as requested by the City. HSD makes funding awards through competitive procurement processes. The specific requirements for requests for funding are detailed in procurement materials. Funding opportunities and materials are posted on the HSD Funding Opportunities web page:

<http://www.seattle.gov/humanservices/fundingand-reports/funding-opportunities> .

All agencies submitting proposals for investment through the competitive process demonstrate their ability to deliver established outcomes for clients by providing specific services. Applications in each process are reviewed for ability to deliver services that meet investment outcomes and goals. Applicants are also asked to demonstrate how they will incorporate specific standards and principles, such as cultural, linguistic, and RSJI relevance, in their program model. A similar model of funding process is

expected in the new King County Regional Homelessness Authority.

See Supplemental Answers Attachment.

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

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

The City of Seattle funds traditional street outreach services via KCRHA across several contracted service providers that have population and culturally specific focus. Seattle's HOPE Team is an innovative outreach approach with behavioral health-trained outreach workers that identify unsheltered households camping in unsafe conditions and connect them to shelters or other safe spaces. Although the HOPE Team will remain at HSD while all other homeless services moved to KCHRA.

Addressing the emergency shelter and transitional housing needs of homeless persons

Both the City of Seattle and King County invested in hundreds of new shelter beds in 2019 and 2020, adding beds to existing facilities and repurposing spaces. Both the City and County continued to further shift to "enhanced" shelter models that offer 24/7 services, right of return, storage, hygiene, meals and amenities, with staffing support to quickly exit households to permanent housing and create space for inflow. The City continued to hold peer "learning circles" and targeted technical assistance to support grantee success. In 2020, the City worked with homeless service providers to de-intensify shelter spaces to reduce transmission of COVID-19. These changes will be maintained into 2023 and the focus will continue to be on refining the enhanced model and identifying potential new spaces to increase bed capacity as resources allow. In 2023, ESG-CV will continue to support existing and new emergency shelters with KCRHA coordination.

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

Several regional efforts are underway to help homeless households' transition to permanent housing:

- Providing staffing at crisis centers (shelters, day centers, regional access points) to provide coordinated

entry assessments, diversion, and housing support

- Expanding the Housing Connector, a public-private partnership engaging landlords in offering housing to households experiencing homelessness
- Shifting to a Dynamic Prioritization model in CE designed to move households to PH more quickly
- Adding employment and education connections and siting employment navigators sited (trained to create employment pathways) at each coordinated entry access point; Continuing weekly case conferencing to review by-name households by population type who are eligible for housing placement

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

The City of Seattle uses a vulnerability tool to identify households at highest risk of becoming homeless, then supports those households through culturally competent, effective homelessness prevention program. The City will continue to target prevention services toward households on the waitlist for Seattle Housing Authority housing choice vouchers and who are at high risk of homelessness. System partners are engaged regularly in homelessness response, and partners continue to focus attention on reducing system exits into homelessness. The CoC End Youth Homelessness Now! Campaign which, ended in 2020, actively engaged child welfare and other systems to focus on reducing exits into homelessness. These system partners will continue to be involved in the shift to the new King County Regional Homelessness Authority throughout 2022 Also, in 2022, OPCD's EDI allocations will continue to prioritize CDBG funding for qualifying projects in high risk of displacement neighborhoods.

Discussion

Public Housing Impact on Homelessness: Seattle Housing Authority serves more than 18,000 households. In 2019, 49% of new households admitted into SHA's subsidized housing programs were homeless. Additionally, about 80% of all households served are extremely low-income at 30% or less of area median income. Without housing supports, many of these families and individuals could be at risk of homelessness. Specific housing supports are also targeted to individuals and families experiencing homelessness. For example, 19% of SHA's housing capacity is designated for previously homeless households, including 1,900 vouchers supporting permanent supportive housing in partnership with local government and community nonprofits. In addition, 300 vouchers were committed to the City of Seattle's 2016 Housing Levy projects, 154 vouchers are dedicated to non-elderly adults with disabilities who are homeless or at risk of homelessness and 569 Veterans Affairs Supportive Housing vouchers are

designated for homeless veterans and their families.

Seattle Housing Authority believes in keeping people stably housed, working with residents and service providers to be flexible and supportive. The agency recognizes that residents may have few, if any, other options for stable affordable housing and staff strive to work with residents to remain housed. SHA meets residents where they are and works with them to be successful in housing while still holding them accountable and being mindful of impacts on the health and safety of the community. This is done by investing in services in partnership with community-based organizations that provide case management, wellness and physical and behavioral health services. SHA also invests in adult education, employment and asset-building programs.

AP-70 HOPWA Goals– 91.220 (I)(3)

One year goals for the number of households to be provided housing through the use of HOPWA for:	
Short-term rent, mortgage, and utility assistance to prevent homelessness of the individual or family	60
Tenant-based rental assistance	194
Units provided in permanent housing facilities developed, leased, or operated with HOPWA funds	0
Units provided in transitional short-term housing facilities developed, leased, or operated with HOPWA funds	0
Total	254

AP-75 Barriers to affordable housing – 91.220(j)

Introduction:

The 2017 City of Seattle (City) and Seattle Housing Authority (SHA) Assessment of Fair Housing (Assessment) responds to the requirements of HUD’s December 2015 Final Rule requiring jurisdictions to make a baseline assessment of their compliance with Affirmatively Furthering Fair Housing. The Assessment requirements in 24 CFR 5.150 through 5.180 make clear that HUD’s purpose in adopting the new rule is to ensure that public and private policies, programs, contracting and resource allocations: 1) take “meaningful action” to affirmatively further fair housing and economic opportunity; and 2) remove barriers to compliance with the Fair Housing Act of 1968 (FHA); and 3) not take action that is inconsistent with the duty to further fair housing. To complete this assessment, the City and SHA used HUD’s prescribed Assessment Tool to analyze HUD-provided maps and data, identify contributing factors that “cause, increase, contribute to, maintain, or perpetuate segregation, racially or ethnically concentrated areas of poverty, significant disparities in access to opportunity, and disproportionate housing needs” by Federal protected class members (24 CFR 5.154a and 5.154d(4)). This data analysis combined with the input gained through multiple community engagement efforts to develop the Fair Housing Goals and Priorities integrated into this Assessment. The City and SHA have long been committed to the principles of equity and compliance with the Fair Housing Act of 1968 and related civil rights laws. People who live and work here in the public and private sectors of this city and region are known for a progressive approach to fair housing and equity issues. The City released its community preference guideline, which was developed through cross-departmental efforts by the Office of Housing and the Office for Civil Rights and informed by many months of stakeholder and community engagement. A number of non-profit housing developers in Seattle have already expressed interest in implementing community preference as part of affirmative marketing for new subsidized rental housing projects. The City’s 2022 CAPER reflects the accomplishments for projects committed to in the 2017 AFH. See the full report at <http://www.seattle.gov/Documents/Departments/HumanServices/Reports/2022-CAPERfinal.pdf> .

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

HUD required the AFH to address prioritized Contributing Factors (which include public and private action or inaction regarding public policies, land use controls, tax policies affecting land zoning ordinances, growth limitations, etc.) by developing fair housing Goals and Objectives which the City adopted via the AFH; to eliminate or mitigate the fair housing issues and conditions identified in the community engagement and data analysis phases of the assessment. The City and SHA strategies to address the "contributing factors" are detailed in the 2017 AFH Goals and Objectives Matrix that is

attached to the 2018-22 Consolidated Plan as a supplemental document, see section AD-25.

The following list highlights the City and SHA identified factors.

- Access to financial services
- Access to proficient schools for persons with disabilities
- Access to publicly supported housing for persons with disabilities
- Access to transportation for persons with disabilities
- Admissions and occupancy policies and procedures, including preferences in publicly supported

housing

- The availability of affordable housing units in a range of sizes
- The availability, type, frequency and reliability of public transportation
- Community opposition
- Displacement of residents due to economic pressures
- Inaccessible buildings, sidewalks, pedestrian crossings, or other infrastructure
- Inaccessible government facilities or services
- Lack of community revitalization strategies
- Lack of local private fair housing outreach and enforcement
- Lack of local public fair housing enforcement
- Lack of private investment in specific neighborhoods
- Lack of public investment in specific neighborhoods, including services or amenities
- Land use and zoning laws
- Lending Discrimination
- Location of employers
- Location of environmental health hazards
- Location of proficient schools and school assignment policies
- Location and type of affordable housing
- Occupancy codes and restrictions
- Private discrimination
- Siting selection, policies, practices and decisions for publicly supported housing
- Source of income discrimination

Discussion:

The City and SHA continued with implementation of the 2017 Assessment of Fair Housing Goals and Priorities as documented by the plan. While the Biden Administration has only recently reinstated the Affirmatively Furthering Fair Housing Rule (AFFH), the City remains committed to the local and state laws and programs that support this rule. As soon as HUD provides guidance to grantees as to the updated requirements for future FH assessment, the City, SHA and our partners will respond as appropriate. We will continue to balance potentially competing strategies:

- HUD calls for a balanced approach to Affirmatively Furthering Fair Housing. HUD is not “prescriptive in the actions that may affirmatively further fair housing, program participants are required to take meaningful actions to overcome historic patterns of segregation, promote fair housing choice, and foster inclusive communities free from discrimination.” However, HUD makes it clear that “for a balanced approach to be successful, it must affirmatively further fair housing...specific to local context, including the actions a program participant has taken in the past.”
- Jurisdictions are to balance place-based strategies (to create equity, reduce poverty and mitigate displacement risk) and housing mobility strategies (to encourage integration and provide people in protected classes more options for housing city-wide). HUD describes place based strategies as “making investments in segregated, high poverty neighborhoods that improve conditions and eliminate disparities in access to opportunity” and “maintaining and preserving existing affordable rental housing stock to reduce disproportionate housing needs.” Housing mobility strategies include “developing affordable housing in areas of opportunity to combat segregation and promote integration.”
- The challenge of influencing and/or changing policies, initiatives, and actions that are outside of the direct authority of a jurisdiction. For example, states generally control taxation authority rather than cities, which may impact land use and zoning regulation.
- Because HUD CDBG/HOME/HOPWA/ESG federal funds are targeted to low- and moderate-income people with specific eligibility criteria it was difficult to ensure that the AFH was not limited only to impacts on vulnerable populations. It was necessary to remind agencies, stakeholders, and participants that the AFH is about inequity and potential discrimination regardless of income on a broader scope and scale than in prior planning efforts. It is also clear that the federal government’s role is changing. Shifting priorities in direct federal allocations; decreasing priority for enforcement of fair housing violations; and cuts in funds for domestic programs which directly impact protected classes will leave cities in a vacuum of resources to address the issues identified in Assessments.

AP-85 Other Actions – 91.220(k)

Introduction:

Actions planned to address obstacles to meeting underserved needs

The City's EDI funds (including CDBG) target areas that have historically been under-invested in and have significant disparities in positive outcomes for residents compared to more affluent areas of the City. In addition, the City plans several actions, completed or underway which have been informed by underserved homeless communities, including:

- The LGBTQ work plan was developed and implemented by the LGBTQ+ work group, which is comprised of individuals from Ingersoll Gender Center, the Pride Foundation, Seattle's LGBTQ Commission, SOCR, HSD and HSI. Developed and launched in 2019, the plan set out to promote safe shelter for trans and non-binary people. Ingersoll Gender Center facilitated focus groups and the information gathered was used to develop a LGBTQ+ cultural competency training for shelter providers. Angeline's Women's Shelter was the first provider to receive the training. Continuing work on this project is on hold. Funding for Ingersoll Gender Center was used from performance pay underspend-a source of funding that is no longer available due to the COVID-19 crisis.
- Continued community engagement, partnerships, data analysis, and contract language for inclusive sheltering for all gender identities are bodies of work slated to move over to KCRHA.
- The City of Seattle received technical assistance from Native-serving organizations on how to best support service providers serving American Indian/Alaska Natives
- In supportive housing buildings, the City is coordinating to have the same case managers in each building, creating increased trust, referrals and service utilization and decreasing hospitalization and evictions
- The City is working with the Seattle Housing Authority to identify stability needs and reduce evictions among households receiving Housing Choice Vouchers

Actions planned to foster and maintain affordable housing

Please see section PR-10, PR-15, and the Needs Assessment and Market Analysis elements of the 2018-2022 Consolidated Plan for detailed analysis and links to work plans that address Seattle's on-going commitment to foster and maintain affordable housing. Or visit the City Office of Housing website at

<http://www.seattle.gov/housing> .

Actions planned to reduce lead-based paint hazards

Please refer to SP-65 of Consolidated Plan for details on the scope of LBP hazard in Seattle's housing stock and for actions planned by the City Office of Housing, the Seattle Housing Authority and during our environmental reviews of federally funded capital project for LBP removal.

Actions planned to reduce the number of poverty-level families

Please refer to the Consolidated Plan, SP-70, for the City's antipoverty approach to the needs of vulnerable populations, homeless and economic equity issues for all communities in Seattle including poverty-level families in general. For example, the Office of Immigrant and Refugee Assistance ESL for Work RTW program participants obtain stable employment and continue the ESL studies leading to more family economic stability. Emphasis is on referral and placement for clients in ongoing community based social and other services for which participants are eligible. In addition, the City's Equitable Development Initiative's project selection criteria emphasize actions that support economic mobility for people living in underinvestment areas of the City as part of an effort to lift communities out of poverty. In addition, OED's business technical assistance and business financing support for low-income small business owners helps to reduce the number of families in poverty, by supporting those owners to be more successful in managing their business. OED's CDBG funded Business Stabilization Fund program prioritizes making investments in small businesses dealing with commercial affordability and displacement issues.

Actions planned to develop institutional structure

Please refer to SP-40 in the 2018-2023 Consolidated Plan for a description and issues regarding development of institutional structure to carry-out the work of the federal grant activities funded by the City of Seattle.

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

Please refer to Consolidated Plan PR-10 and AP-10 in this report for previously provided answers to a similar question. In addition, the City's Human Services department (particularly Homeless Strategies and Investment Division), the Office of Housing and Seattle Housing Authority have consistent interaction, project teams, and collaboration on RFPs, contracting, monitoring and joint reporting which sustains the commitment to our coordination.

For example, City of Seattle helped set up Housing Connector, a public-private partnership where landlords offer housing to households experiencing homelessness, and service providers deliver time

limited services those households.

The City will continue to increase coordination with housing authorities through a variety of projects including a homelessness prevention pilot for households awaiting housing vouchers.

The Office for Economic Development collaborates with the Office of Housing to include commercial space geared towards low-income small business owners and nonprofit organizations serving the community where low-income housing development investment are made by the City.

Discussion:

The City encourages HUD staff to take the Consolidated Plan as written, in its entirety with reference to multiple other major plans, as substantial evidence of a broad range of approaches, funding priorities, leveraged activities, and system efficiency toward the federally mandated goals of the CDBG/HOME/HOPWA/ESG/CoC-McKinney and all state and local funds represented in our investments. We seek to plan for all needs, seek out the high priority and eligible activities for federal funding and make that part of the "whole cloth" overall outcomes and investments the City tries to accomplish. We encourage many City departments, the Mayor's Office and Councilmembers, City Budget Office, Seattle Housing Authority and stakeholder entities and beneficiaries to see this as the City's Consolidated Plan for federal HUD grants in the context of all other plan priorities and resource management.

Program Specific Requirements

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

Introduction:

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

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

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

Other CDBG Requirements

1. The amount of urgent need activities	1
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	70.00%

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

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

No other forms of investment are contemplated for the use of the HOME funds except as identified

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in 92.205.

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

US Department of Housing and Urban Development rules limit the maximum eligible sales price for HOME-assisted ownership housing to \$430,000 for homes in Seattle. In Seattle's high-cost market, there is extremely limited inventory available for income-eligible buyers. The City could request a waiver to increase the maximum sales price based on a market study reflecting the higher median sales price; however, HUD requires this study to be updated on an annual basis and the City cannot justify the costs at this time. Therefore, Seattle will use HOME funds solely for rental housing activities.

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

Seattle does not utilize HOME funds for homeownership projects. See above.

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

The City does not have any plans to refinance existing debt secured by multifamily housing as described in the question, and therefore we do not have any refinancing guidelines for that activity.

Emergency Solutions Grant (ESG) Reference 91.220(l)(4)

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

ESG is governed by the same requirements, priorities, and contract processes as other fund sources included in the City's Request for Proposal funding processes.

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

Seattle/King County Continuum of Care (CoC) has implemented a system wide coordinated entry and assessment system (CEA) for all population groups. Managed by King County, the system has been operational under a new platform since June of 2016. Five Regional Access Points (RAPs) with assigned geographic catchment areas covering Seattle and all of King County are the front door to

the CoC Coordinated Entry (CE) system. Materials are available in 12 languages and interpreters are available & accessible. If households are unable to access a RAP, staff are deployed to meet them where accessible and have auxiliary aids and services for effective communication (e.g., Braille, audio, large type, assistive listening, sign language). RAPs are responsible for outreach within their region including designated outreach workers for hard-to-reach pops (i.e., unsheltered CH, YYA, veterans) who are trained to complete assessments in the field. Young Adults, Veterans, and Victims of Domestic Violence can also access CE at population-specific sites. Access to homeless housing resources is prioritized based on vulnerability to ensure households who most need assistance can receive it in a timely and consistent manner. Recently shifted to a Dynamic Prioritization model designed to move households to permanent housing more quickly.

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

ESG funds in the past have been used by the City of Seattle as part of resources prioritized for homeless intervention services. Future sub-awards of ESG funding will be governed by RFP processes available to all applicants, relying heavily on community based NPOs and open to faith based organizations within the statutory limits of use of federal funds by these types of organizations. The City of Seattle's Human Services Department facilitated an open and competitive funding process for homelessness services and support in 2017 for a range of projects including Homelessness Prevention, Diversion, Outreach & Engagement, Emergency Services, Transitional Housing, Rapid Re-Housing and Permanent Supportive Housing. Funding recommendations reflected regional priorities such as person-centered service, results/impact, and addressing racial disparities. The next funding process is expected to be facilitated by 2022 under the new King County Regional Homelessness Authority.

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

The current Seattle/King County Continuum of Care (CoC) includes King County plus cities such as Seattle, Auburn, Bellevue, Federal Way, Kent, Renton, and Shoreline. The lead agency for the CoC is All Home, which convenes government, faith communities, non-profits, the business community and homeless and formerly homeless people working together to implement the Continuum of Care in King County. ESG funding decisions are coordinated with All Home and its Funders Group. For more information about All Home, please visit <http://allhomekc.org/about/>. All Home brings together local governments, religious institutions, non-profits, philanthropic organizations, shelter and housing providers, the private sector and engaged citizens in a coordinated effort that both responds to the immediate crisis of homeless individuals and addresses the root causes of the problem in our region. As a critical part of that consultation, All Home includes the Consumer Advisory Council which serves as a forum to incorporate consumer feedback within policy and

strategic decisions and action items under the Strategic Plan. Consumers ensure that the effort to end homelessness in King County incorporates the expertise of people who experience homelessness – including those who are at risk of becoming homeless or were formerly homeless – at all levels of implementation, evaluation, and plan revision. All Home brings together local governments, religious institutions, non-profits, philanthropic organizations, shelter and housing providers, the private sector and engaged citizens in a coordinated effort that both responds to the immediate crisis of homeless individuals and addresses the root causes of the problem in our region. As a critical part of that consultation, All Home convenes the Consumer Advisory Council and the Youth Action Board which serve as forums to incorporate consumer feedback within policy and strategic decisions and action items under the Strategic Plan. Each of the All Home system committees also make an effort to include participation from persons with lived experience. These efforts ensure that the effort to end homelessness in King County incorporates the expertise of people who experience homelessness – including those who are at risk of becoming homeless or were formerly homeless – at all levels of implementation, evaluation, and plan revision.

5. Describe performance standards for evaluating ESG.

The City of Seattle worked in partnership with the CoC, King County, and United Way of King County to develop shared performance standards used in all contracts. These standards were included in the City's 2017 RFP. Examples of performance requirements include Exit Rate to Permanent Housing, Length of Stay (days), Return Rates to Homelessness, and Entries from Literal Homelessness. In 2022 the King County Regional Homeless System (KCRHA) will issue an RFP which will include the City's ESG funds beginning in 2023. This process may include revision of the performance standards for evaluating ESG. The City will retain compliance oversight for the ESG program.

Attachments

2022 AAP Supplemental Answers

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

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

Seattle 2035 Comprehensive Plan is a 20-year vision and broad roadmap for Seattle's future that guides City decisions, and processes for working with others, to manage growth and provide services. This includes the City's Growth Strategy to focus growth in jobs and housing in urban centers and urban villages, along with long-range policies for improving our transportation system; making capital investments such as utilities, sidewalks, and libraries; and enhancing community wellbeing. The Comprehensive Plan also includes broad policies to guide the types of housing the City aims for and the tools the City uses to fund and incentivize housing for low-income households. New to the plan was a Growth and Equity Analysis which resulted in an Equitable Development Implementation Plan. Federal grant funding for the Equitable Development Initiatives noted in this AAP grew out of this community engagement and planning.

Seattle's Office of Housing continues to coordinate with Seattle Housing Authority (SHA) particularly for:

Coordinated acquisitions: The City and SHA partnered on acquisitions of existing HUD Multifamily rental housing at risk of being converted to market-rate housing. One transaction included the preservation of three buildings, and over 260 units; OH invested \$15 million dollars to preserve them for another 20 years. The City and SHA also collaborated to acquire eight acres of "naturally affordable" housing near the Northgate light rail station. This preserved over 200 units of "naturally affordable" housing, while also creating an opportunity for future redevelopment and upwards of 1,600 units of affordable housing.

Yesler Terrace Cooperative Agreement: Per a Cooperative Agreement signed by the City and SHA in 2012, the two parties continue to coordinate on the execution of housing covenants between the City, SHA, and private developers, in conjunction with sales of SHA-owned land in the Master Planned Community Yesler Terrace (MPC-YT) zone. Additionally, the City continues to track SHA's progress toward development and affordability goals, as stated in the Cooperative Agreement and its subsequent amendments.

Tenant-based vouchers in Multifamily Tax Exemption (MFTE) units: The City and SHA continue to coordinate on affirmative marketing of MFTE units to SHA's list of Housing Choice Voucher (HCV) shoppers. This coordination helps SHA staff place HCV holders in MFTE units in newly constructed multifamily properties.

Section 18 conversion of scattered sites: As allowed by Section 18 of the U.S. Housing Act of 1937, SHA is applying to HUD to convert funding for 228 Scattered Site units from low-income public housing to project-based vouchers. City staff coordinated with SHA on its application and outreach to City elected officials.

City supported housing projects coordinate with mental health services programs:

Harborview Medical Center – Non-profit affordable housing developers supported by the City receive referrals, mental health, and medical services from Harborview Medical Center. These relationships and coordination with the behavioral health unit at Harborview include, but are not limited to, Plymouth Healing Communities, DESC, Plymouth Housing Group, YWCA, and other nonprofit housing developers.

Western State Hospital – OH supports projects that provide affordable housing for people with severe and persistent mental illness, like Community House and Transitional Resources, which coordinate with Western State Hospital for referrals and mental health services.

The Human Services Department coordinates with health, mental health and services systems and housing in multiple ways:

Area Agency on Aging coordinated the Mayor's Age Friendly initiatives to address environmental, economic, and social factors influencing the health and well-being of older adults. Programs such as utility discounts for seniors and people with disabilities, regional reduced transit fares, senior/disabled enrollment in property tax exemption program to help older households to maintain their housing will benefit from this initiative.

King County Community and Human Services & Seattle/King County Public Health - The City has a strong, collaborative, ongoing relationship with Public Health Seattle & King County (PHSKC) and King County's Department of Community and Human Services (DCHS), which includes regular meetings and shared priorities. In 2020/2021, the partnership expanded to support the regions efforts to address the COVID-19 pandemic through shelter deintensification efforts, vaccination access, COVID testing and isolation needs. In 2022 the City, PHSKC, DCHS and KCRHA will expand planning efforts to deepen connections to regional efforts.

Housing Connector developed in 2019, and supported by public funding, this program incentivizes private and non-profit property owners and managers to open their units to individuals in need of a home, while ensuring they have a steady revenue stream and protecting their bottom line. In the process, Housing Connector streamlines how households looking for a home are connected to available units and reduces the time spent searching for housing. We also anticipate a higher utilization of this service in 2021 due to an increase in onetime ESG CV dollars that will be used toward RRH in 2021 both from city and King County.

2. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdiction's consultations with housing, social service agencies and other entities

AP-10 Table 1 – Agencies, groups, organizations who participated

1	Agency/Group/Organization	KCHRA (Formerly All Home)
	Agency/Group/Organization Type	Planning organization
	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The Seattle / King County Continuum of Care (CoC) includes King County plus the cities of Seattle, Auburn, Bellevue, Federal Way, Kent, Renton, and Shoreline. The lead agency for the CoC is the newly formed King County Regional Homeless Authority (KCRHA), a broad coalition of government, faith communities, non-profits, the business community and homeless and formerly homeless people. ESG funding decisions are coordinated through KCRHA, as lead CoC agency. For more information about KCRHA please visit: regionalhomelesssystem.org .
2	Agency/Group/Organization	Ready to Work Steering Committee
	Agency/Group/Organization Type	Services-Education Services-Employment Other government - State Other government - County Regional organization Civic Leaders Business and Civic Leaders
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs

	RTW steering committee sets program priorities which informed which services would be submitted for CDBG fund consideration.
3	Agency/Group/Organization
	Housing Development Consortium of Seattle-King County
	Agency/Group/Organization Type Housing Services - Housing Services-homeless
	What section of the Plan was addressed by Consultation? Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Market Analysis
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination? The Housing Development Consortium (HDC) is a membership organization representing the many agencies and businesses involved in the nonprofit housing industry in Seattle and King County. Its members include nonprofit housing providers, homelessness services organizations, lenders, builders, architects, investors, local government, and housing authorities. During the development of the 2016 Housing Levy, HDC convened members including organizations serving the array of populations such as homeless, low-wage workers, seniors, people with disabilities, families, immigrant and refugee households -- served by the levy. The City of Seattle Office of Housing met regularly with these HDC members to get input on needs and market conditions related to rental development and operations, homebuyer assistance and development, and homeowner foreclosure prevention. HDC members were also actively involved in reviewing funding policies for the Housing Levy Administrative and Financial Plan after the levy was approved by voters. Consultation for the Housing Levy is incorporated into the Consolidated Plan because a project from the City of Seattle Office of Housing may use HUD funds as well as Housing Levy funds.

4	Agency/Group/Organization	Housing Levy Technical Advisory Committee
	Agency/Group/Organization Type	Housing Services - Housing Services-homeless
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Strategy Market Analysis
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The Technical Advisory Committee was convened by the Office of Housing to advise the City on programs and goals for the proposed 2016 Seattle Housing Levy. It was comprised of 28 members with a broad range of expertise, including assisted and market rate rental housing, home ownership development, land use and environmental planning, homelessness prevention and stability programs, and housing finance. The committee met four times during the fall of 2015. It reviewed the performance of existing levy programs, existing and projected housing and homelessness needs, and existing and projected housing market conditions. The committee helped shape the program elements of the new levy, both its broad policy priorities, and its underlying financial assumptions and administrative structure. This work established the parameters for Housing Levy funding over seven years, 2017 to 2023.
5	Agency/Group/Organization	Housing Levy Oversight Committee
	Agency/Group/Organization Type	Housing Services - Housing Services-homeless
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Market Analysis

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The Housing Levy Oversight Committee is the citizen body responsible for monitoring and reporting on performance of Seattle Housing Levy to City officials and the public. The Oversight Committee also recommends funding policies for levy programs to the Mayor and Council. The current Oversight Committee was convened in January 2016, with seven members appointed by the Mayor and six by the City Council. In first quarter 2016 the committee reviewed funding policies for the new 2016 Housing Levy, including public and stakeholder input compiled over the prior six months. These policies address population and geographic priorities, funding allocation, contracting requirements, and ongoing compliance. The policies were subsequently adopted by City Council as the Housing Levy Administrative and Financial Plan, with attached Housing Funding Policies. The Housing Funding Policies also govern Consolidated Plan funds administered by OH, consistent with federal requirements for HOME, CDBG and other City-administered sources.
6	Agency/Group/Organization	SEATTLE HOUSING AUTHORITY
	Agency/Group/Organization Type	Housing PHA Services - Housing
	What section of the Plan was addressed by Consultation?	Public Housing Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	SHA is a full partner with the City of Seattle in housing development, identifying gaps in service needs and coordination between private, subsidized and public housing services.
7	Agency/Group/Organization	Workforce Development Council of Seattle and King County: ABE-ESL Planning Committee
	Agency/Group/Organization Type	Job Training Economic Development

	What section of the Plan was addressed by Consultation?	Non-housing Community Development
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The WDC is considering in their strategic plan investing in models like RTW in other geographic areas in Seattle and King County not being served by the City's RTW program as a result of our participation in their planning process.
8	Agency/Group/Organization	Seattle, King County and KCHRA (formerly All Home)
	Agency/Group/Organization Type	Services - homeless
	What section of the Plan was addressed by Consultation?	Homeless Need – Chronically Homeless Homeless Needs – Families with Children Homeless Needs – Veterans Homeless Needs Unaccompanied Youth Homeless Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	In consultation with National Innovation Service (NIS) all parties assessed potential for regional model of coordinated services to all categories of people experiencing homelessness. Addressing the needs of persons experiencing homelessness is called out specifically in the goals of the 2018-2022 Consolidated Plan. Recommends 10 actions including creation of a new regional homelessness authority.
	Agency/Group/Organization	Seattle, King County and KCHRA (formerly All Home)
	Agency/Group/Organization Type	Services - homeless

What section of the Plan was addressed by Consultation?	Homeless Need – Chronically Homeless Homeless Needs – Families with Children Homeless Needs – Veterans Homeless Needs Unaccompanied Youth Homeless Strategy
Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	In consultation with the Corporation for Supportive Housing (CSH), all parties developed elements of a Regional Action Plan to address the needs of all categories of people experiencing homelessness. Addressing the needs of persons experiencing homelessness is called out specifically in the goals of the 2018-2022 Consolidated Plan. New King County Regional Homelessness Authority will be tasked with writing and implementation of this plan based on recommendations of this group.

Describe other local/regional/state/federal planning efforts considered when preparing the Plan table

AP-10 Other local/regional/state/federal planning efforts considered when preparing the Plan

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	KCHRA (formerly All Home)	Addressing the needs of persons experience homelessness is called out specifically in the goals of the 2018-2022 Consolidated Plan. Seattle/King County Strategic Plan to End Homelessness was formerly managed by All Home, the Continuum of Care (CoC) Lead agency, and has served as a guiding effort to coordinate a system of services across the City and King County that focuses on ending rather than institutionalizing homelessness. www.allhomekc.org/the-plan . The CoC will be led by the KCHRA see https://regionalhomelessnessystem.org/

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
2017 City and SHA Assessment of Fair Housing	Human Services Dept. - FG MU	The AFH Work Plan is fully integrated into the 2018-2022 Consolidated Plan as required by HUD. See http://www.seattle.gov/Documents/Departments/HumanServices/CDBG/2017%20AFH%20Final.4.25.17V2.pdf
Duwamish Valley Action Program	Office of Sustainability & the Environment ; Office of Planning and Comm. Dev.	The Duwamish Valley Action Plan is a City-community shared vision for the South Park and Georgetown neighborhoods with strategies focused on seven topics: Healthy Environment, Parks & Open Space, Community Capacity, Economic Opportunity & Jobs, Mobility & Transportation, Affordable Housing, and Public Safety. Through these strategies, the Action Plan addresses environmental justice, equitable development, and anti-displacement in a wholistic way and coordinates with many other city initiatives. Duwamish Valley Action Program - Environment seattle.gov
23rd Avenue Action Plan	Office of Planning and Comm. Dev.	Creates strong communities in the face of displacement pressures through the Healthy Living Framework, increase affordable Housing Options (Multiple Goals), promote economic mobility for low-income residents, Implements the City's Comprehensive Plan. http://www.seattle.gov/Documents/Departments/OPCD/OngoingInitiatives/CentralArea/23rdAvenueUDF.pdf
Central Area Design Guidelines	Office of Planning and Comm. Dev.	Supports City's Comprehensive Plan. Increases access to high quality community infrastructure and high opportunity neighborhoods. http://www.seattle.gov/opcd/ongoing-initiatives/central-area
Breaking Barriers and Building Bridges	Office of Immigrant and Refugee Affairs	Complements Consolidated Plan goals by promoting equitable investment and development in low income communities to create shared prosperity; advancing economic mobility for the immigrant and refugee workforce and combatting institutional racism and barriers faced by low-income people with different abilities. https://www.seattle.gov/Documents/Departments/OIRA/BreakingBarriersandBuildingBridges.pdf

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Internet for All - 2020	City of Seattle	Complements Consolidated Plan goals by promoting strategies to decrease the digital divide. The City continues its steadfast commitment to internet adoption and digital equity by striving to close the remaining gap, particularly for residents who are low-income, seniors, living with disabilities, BIPOC (Black, Indigenous, and People of Color), or for whom English is not their primary language. The Ready to Work program incorporates digital literacy skill building in all the classes. https://durkan.seattle.gov/wp-content/uploads/sites/9/2020/09/Internet-for-All-Seattle-Report-FINAL.pdf
Ready To Work	Office of Immigrant and Refugee Affairs	Complements Consolidated Plan goals by promoting equitable investment and development in low income communities to create shared prosperity; advancing economic mobility for the immigrant and refugee workforce and combating institutional racism and barriers faced by low-income people with different abilities. https://www.seattle.gov/iandraffairs/RTW
Racial and Social Justice Initiative	Office of Civil Rights	Combat institutional racism and barriers faced by low-income people, people with disabilities, families with children, veterans and other groups. Pursue best practices to eliminate structural and individual bias (related to racism, homophobia, transphobia, ableism, ageism and other forms of bias) http://www.seattle.gov/rsji/resources
Seattle 2035 Comprehensive Plan	Office of Planning and Comm. Dev.	<p>The Comprehensive Plan guides City decisions on where to focus growth in jobs and houses, how to improve our transportation system, and where to make capital investments such as utilities, sidewalks, and libraries. The Plan also includes broad policies to guide the types of housing the City aims for and the tools the City uses to fund and incentivize housing for low-income households. It was last updated in 2016.</p> <p>Analysis and community involvement to inform the next update of the Comprehensive Plan, due in 2024, has begun. Early work has included a racial equity analysis, prepared by PolicyLink, which addresses high-level questions central to the update process, including what improvements might make the Comprehensive Plan and Growth Strategy more equitable.</p> <p>The Comprehensive Plan responds to direction in the state Growth Management Act, King County Countywide Planning Policies, and multicounty planning policies in the regional "VISION" plan. http://www.seattle.gov/opcd/ongoing-initiatives/seattles-comprehensive-plan</p>

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Countywide Planning Policies	King County Growth Management Planning Council	<p>Along with the regional VISION 2050 plan, the Countywide Planning Policies provide the county-level policy framework and city-level housing- and job-growth targets addressed in Seattle’s Comprehensive Plan.</p> <p>The King County Growth Management Planning Council approved the 2021 Countywide Planning Policies in mid-2021. These include housing policies geared specifically to support the Five-Year Action Plan, completed by the King County Regional Affordable Housing Task Force in 2018. More generally, these policies also advance long-range equity-focused outcomes including planning for meeting the needs of very low-income households, reducing racially disparate outcomes through increasing housing choice, promoting homeownership opportunities, addressing and mitigating displacement, affirmatively ensuring fair housing.</p> <p>The Countywide Planning Policies also include the allocation of new growth targets to be addressed in the 2024 update of Seattle’s Comprehensive Plan.</p>
VISION 2050	Puget Sound Regional Council	<p>VISION 2050 is the current long-range regional plan for guiding growth while sustaining a healthy environment, thriving communities, and a strong economy. In addition to planning for how and where expected regional growth of 1.8 million people and 1.2 million jobs should occur, priorities addressed in VISION 2050 include promoting housing choice and affordability, and equitable access to high opportunity areas. As the largest metropolitan city designated in the plan, Seattle is an economic and cultural hub for the region.</p> <p>https://www.psrc.org/vision.</p>
Housing Analysis and Strategies report (E2SHB 1923 Grant – Increasing Residential Building Capacity	Office of Planning and Community Dev.	<p>In 2021, OPCD released the Market-rate Housing Needs and Supply Analysis report produced by BERK Consulting. In 2021, OPCD, in close collaboration with the Office of Housing, released the Market-rate Housing Needs and Supply Analysis. The report was prepared using funds awarded to the City under the grant program created under Engrossed Second Substitute House Bill (E2SHB) 1923. The report provides detailed information on market-rate housing needs and supply today and over the next 20 years. The focus of the City’s work is understanding—and informing better alignment of—the market rate supply with the needs of households, including moderate and middle-income households. Analysis addresses a range of issues including current and expected gaps in availability of units in the range of types, sizes, and affordability levels needed.</p>

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Waterfront Seattle	Office of the Waterfront and Civic Projects	Supports goals directed towards equitable access to a healthy environment in the downtown waterfront area of Seattle. https://waterfrontseattle.org/overview
Capitol Hill Design Guidelines	Office of Planning and Comm. Dev.	Supports City's Comprehensive Plan. Increases access to high quality community infrastructure and high opportunity neighborhoods. http://www.seattle.gov/opcd/ongoing-initiatives/capitol-hill-design-guidelines-update
Chinatown International District (CID) Framework and Implementation Plan	Office of Planning and Comm. Dev. and Department of Neighborhoods	This planning effort was initiated in 2016 with a number of goals including guiding public investments in high quality infrastructure in the CID based on a culturally relevant and responsive community involvement process. The effort produced preliminary recommendations related to a number of aspects including affordable housing and commercial spaces and developed draft design guidelines. The Department of Neighborhoods is leading additional community engagement activities with the CID and OPCD is supporting a Racial Equity Toolkit pending further input and direction from community members. https://www.seattle.gov/opcd/ongoing-initiatives/chinatown-international-district
Community Planning for Transit Station Areas	Office of Planning and Comm. Dev.	This effort is engaging residents and other stakeholders in developing a vision for future development and investment within a 10-minute walk of Sound Transit's 130 th and 145 th station areas. These areas will soon be served by light rail and bus rapid transit operated by Sound Transit. Topics include zoning and transit-oriented development, mobility, childcare, and affordable housing. Community engagement is focusing especially on assisting underrepresented groups and those at-risk of displacement advocate for their needs. https://www.seattle.gov/opcd/ongoing-initiatives/130th-and-145th-station-area-planning
Delridge Action Plan	Office of Planning and Comm. Dev.	Supports City's Comprehensive Plan. Increases access to high quality community infrastructure and high opportunity neighborhoods. https://www.seattle.gov/opcd/ongoing-initiatives/delridge-action-plan

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Little Saigon Business District	Office of Planning and Comm. Dev.	Supports City's Comprehensive Plan. Increases access to high quality community infrastructure and high opportunity neighborhoods. https://www.seattle.gov/opcd/ongoing-initiatives/little-saigon-business-district
Rainier Beach Action Plan	Office of Planning and Comm. Dev.	Supports City's Comprehensive Plan. Increases access to high quality community infrastructure and targeted neighborhood investments. https://www.seattle.gov/opcd/ongoing-initiatives/rainier-beach
University District Rezone and Urban Design	Office of Planning and Comm. Dev.	Supports City's Comprehensive Plan. Increases access to high quality community infrastructure and targeted neighborhood investments. https://www.seattle.gov/opcd/ongoing-initiatives/u-district-urban-design
Uptown Rezone	Office of Planning and Comm. Dev.	Contributes to most of the goals in the Consolidated Plan as related to this geographic area in context of HALA and Mandatory Housing Affordability (MHA) ordinance. https://www.seattle.gov/opcd/ongoing-initiatives/uptown-framework-for-the-future
Westwood-Highland Park Community Planning (in process)	OPCD	<p>This community planning process for Westwood-Highland Park Residential Urban Village has begun and will continue in 2021. This place-based effort is focused on equitable development. It will address racial equity, promote livability, mitigate displacement risk, and respond to community needs identified during the Mandatory Housing Affordability legislative process.</p> <p>Community planning for this area was among the work requested of departments in the City Council's Citywide MHA Companion Resolution (Council Resolution 31870) adopted in 2019 : https://seattle.legistar.com/LegislationDetail.aspx?ID=3881345&GUID=3FB1D1A4-A9D9-4739-A789-EC7DB5621491&Options=Advanced&Search=</p>

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Equitable Development Implementation Plan	OPCD	Guides investments and policy around equitable development and anti-displacement goals https://www.seattle.gov/documents/Departments/OPCD/OngoingInitiatives/SeattlesComprehensivePlan/EDImpPlan042916final.pdf
Equitable Development Initiative	Office of Planning and Comm. Dev.	Contributes to most goals of Consolidated Plan for housing, economic and community development, and equity issues targeting areas of the City represented by high percentages of people of color. http://www.seattle.gov/Documents/Departments/OPCD/OngoingInitiatives/EquitableDevelopmentInitiative/EDImpPlan042916final.pdf
Housing Affordability & Livability Agenda (HALA)	Office of Planning and Community Development and Office of Housing	Completed in 2015, the agenda advances all Consolidated Plan Housing Goals, specifically the HALA goal. http://www.seattle.gov/hala . Numerous initiatives identified by the agenda have been implemented in subsequent years.
Affordable Housing on Religious Organization Property	Office of Planning and Community Dev.	The City developed new, more flexible land use policies to make it easier for religious organizations to redevelop their land to add income-restricted housing for low-income residents. This is in response to a recently adopted state legislation requiring cities to allow additional density for affordable housing developed on property owned or controlled by a religious organization. Affordable Housing on Religious Organization Property - OPCD seattle.gov

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Housing Choices	Office of Planning and Community Devel.	<p>Housing Choices is an initiative to understand the housing needs of people who live and/or work in Seattle and to identify opportunities to shape market-rate housing development to serve these needs. Includes the Housing Choices Background Report (published in 2019), which summarized data on the housing market and a public engagement summary (completed in 2020) documenting findings about the types of housing they would like to see more of in the city.</p> <p>http://www.seattle.gov/opcd/ongoing-initiatives/housing-choices</p>
Encouraging Backyard Cottages	Office of Planning and Community Devel.	<p>Includes legislation passed in 2019 to remove regulatory barriers and make it easier for property owners to create accessory dwelling units (ADUs) in Seattle's single-family zones. Also includes piloting various strategies to support equitable ADU development and affordability for homeowners and tenants, including pre-approved plans http://www.seattle.gov/opcd/ongoing-initiatives/encouraging-backyard-cottages</p> <p>https://aduniverse-seattlecitygis.hub.arcgis.com/pages/guide</p>
Under One Roof	Office of Housing	<p>Describes need for affordable housing and the impact of the local Housing Levy for Seattle subsidized housing development. http://www.seattle.gov/housing/levy/</p>
Seattle Housing Levy Administrative and Financial	Office of Housing	<p>Referenced in Consolidated Plan because of direct connection to Housing Funding Policies contained in the Levy Administrative & Financial plan.</p> <p>https://www.seattle.gov/Documents/Departments/Housing/Footer%20Pages/HousingLevy_A-F-Plan_2017-18.pdf</p>
Seattle Housing Authority Strategic Plan	Seattle Housing Authority	<p>The goals of SHA's Strategic Plan and the Consolidated Plan align well. Specifically, the Strategic Plan calls for SHA to expand public housing opportunities for low-income households, promote quality communities, and improve quality of life for its participants. It also commits to partnership and coordinated action and race and social justice as organizational cornerstones.</p> <p>https://www.seattlehousing.org/sites/default/files/SHA_2016_2020_Strategic_Plan.pdf</p>

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Pathways Home	Human Services Department	Background and analysis of Seattle's homeless strategies and planned investments. Overlaps with Consolidated Plan Annual Action Plans. http://www.seattle.gov/Documents/Departments/HumanServices/Reports/Final_PH_1_Year.pdf
Open Space Plan	Parks	Includes plans for park improvements in economically distressed neighborhoods or sites. http://www.seattle.gov/parks/about-us/policies-and-plans/2017-parks-and-open-space-plan
Community Center Strategic Plan	Parks	Includes plans for Community Center improvements in economically distressed neighborhoods or sites needing ADA improvements. http://www.seattle.gov/parks/about-us/policies-and-plans/community-center-strategic-plan
Parks Asset Management Plan	Parks	Includes buildings and facilities in economically distressed neighborhoods or sites needing ADA improvements. See Complete Parks ADA Priority Facility List in attachments for Consolidated Plan.
Seattle Parks and Recreation ADA Transition Plan	Parks	Includes plans and prioritization for park accessibility and ADA improvements, including in economically distressed neighborhoods. See Parks ADA Priority list attached in attachments. http://www.seattle.gov/Documents/Departments/ParksAndRecreation/PoliciesPlanning/ADA/SPR_ADA_Transition_Plan_2017_Update.pdf
Designation process for low income parks	Parks	Park Upgrade Program projects are in parks that have been designated by this process. See attached .pdf in attachments to Consolidated Plan.

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
2018-2023 Adopted Capital Improvement Program	[NOT OPCD; NEED TO REVISE ORGANIZATION]	Assessment of City owned capital facilities needs and fund sources in context of City budget. Link to leveraged facilities improvements prioritized in Consolidated Plan. http://www.seattle.gov/financedepartment/1823adoptedcip/default.htm
2017-2018 City Families and Education Levy	Department of Education and Early Learning	Seattle voters approved the \$231 million levy renewal (the 2011 Families and Education Levy) for the period of 2012-2018. The Families and Education Levy invests in early learning, elementary, middle school, high school, and health programs to achieve three goals: 1) Improve children's readiness for school; 2) Enhance students' academic achievement and reduce the academic achievement gap; and 3) decrease students' dropout rate and increase graduation from high school and prepare students for college and/or careers after high school. http://www.seattle.gov/education/about-us/about-the-levy
City American with Disabilities Act survey	Finance and Administrative Services	The City's ADA Compliance Team (ACT) is responsible for reviewing all City-owned and leased construction projects to ensure they comply with all ADA and accessibility requirements. http://www.seattle.gov/city-purchasing-and-contracting/social-equity/ada-and-accessibility-compliance
Seattle/King County Area Agency on Aging State Plan	Human Services Department	http://www.agingkingcounty.org/wp-content/uploads/sites/185/2017/12/Area-Plan_2016-2019_MASTER-new.pdf
2016 Homeless Needs Survey	Human Services Department	http://coshumaninterests.wpengine.netdna-cdn.com/wp-content/uploads/2017/04/City-of-Seattle-Report-FINAL-with-4.11.17-additions.pdf

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
2018 Move To Work Plan	Seattle Housing Authority	https://www.seattlehousing.org/sites/default/files/2018%20SHA%20MTW%20Plan.pdf
2020 Seattle/King County Homeless Point in Time Count	All Home	https://regionalhomelesssystem.org/wp-content/uploads/2020/07/Count-Us-in-2020-Final_7.29.2020.pdf
Behavioral Risk Factor Surveillance data	Federal-Centers for Disease Control	https://www.cdc.gov/brfss/index.html
2017 HIV/AIDS Quarterly Reports	King County Epidemiology for People Living with HIV/AIDS	https://www.kingcounty.gov/depts/health/communicable-diseases/hiv-std/patients/epidemiology/~/_media/depts/health/communicable-diseases/documents/hivstd/hiv-surveillance-report.ashx
Office of Housing Data and Reports	Office of Housing	http://www.seattle.gov/housing/data-and-reports
2017 Homeless Inventory Count	HUD; filed by Human Services Department	2019 inventory of facilities serving homeless individuals, families and youth/young adults. See attached spreadsheet in the attachments to Consolidated Plan. https://files.hudexchange.info/reports/published/CoC_HIC_CoC_WA-500-2019_WA_2019.pdf

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Levy to Move Seattle Work Plan	Seattle Dept. of Transportation	http://www.seattle.gov/Documents/Departments/SDOT/About/Funding/2018_0423_MSLevy_Eval_Council_report_FINAL_Printable.pdf
KC Metro 2011-21 Plan for Public Transit	King County Metro	https://metro.kingcounty.gov/planning/pdf/MetroStrategicPlan_Summary_final.pdf
ESMI Workforce Development data	Office of Economic Development	Use of private database for workforce projection and labor industry trends at http://www.economicmodeling.com/workforce-development/
Fixed Broadband Deployment	Federal Communications Commission	Database and maps to help determine gaps in access to broadband services; https://broadbandmap.fcc.gov/#/
Flood Service Map Center	Federal Emergency Management Agency	Database and maps to help determine flood prone areas of Seattle; https://map1.msc.fema.gov/idms/IntraView.cgi?KEY=67226133&IFIT=1
Race & Social Justice Comm. Survey	Seattle Office of Civil Rights	http://www.seattle.gov/rsji/community/survey

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
2020 Moving to Work	Seattle Housing Authority	Annual Plan found at: https://www.seattlehousing.org/sites/default/files/2020_MTW_Plan_0.pdf
2021 Annual Budget	Seattle Housing Authority	https://www.seattlehousing.org/sites/default/files/Budget%20Book%20to%20Printer-reduced%20final-final.pdf
Seattle Conservation Corps Needs Assessment	Parks	The Seattle Conservation Corps is a work program for homeless adults. SCC provides up to one year paid full time employment doing public works projects around the city. Corps Members receive wrap around services, housing support and job search assistance. SCC has been providing these services to homeless individuals since 1986. Every three years the SCC conducts a Community Needs Assessment. This includes surveys of people in Seattle experiencing homelessness, other service providers and SCC program alumni.

Table 2 – Other local / regional / federal planning efforts

AP-12 Participation - 91.105, 91.200(c)

Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of Comments received	Summary of comments not accepted and reasons	URL (if applicable)
1	Focus Group	Residents of Public and Assisted Housing	From November 2016 through March 2017, SHA staff attended a number of resident events to discuss issues related to the Assessment of Fair Housing. Overall, staff attended 24 events reaching at least 390 residents and voucher holders.	Seattle's biggest fair housing challenge is the cost of living. High rents and home prices are displacing low- and middle-income households; impacting the ability of voucher holders to successfully find a unit. Lengthy wait times for SHA units and the homeless population are evidence that the demand for affordable housing surpasses the stock. A number of residents and voucher holders discussed instances of housing discrimination against individuals due to their participation in the Housing Choice Vouchers program. Historic redlining and mortgage practices have shaped the racial and ethnic characteristics of Seattle's neighborhoods.		See summary of public comments in Executive Summary of the Assessment of Fair Housing at http://www.seattle.gov/Documents/Departments/HumanServices/CD

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of Comments received	Summary of comments not accepted and reasons	URL (if applicable)
2	Focus Group	Minorities Non-English Speaking Specify other language 10 different languages Residents of Public and Assisted Housing Agencies providing services to English Language learners	83 participated in the focus groups. Focus group participants confirmed the need for a community-based program to help Level 1-3 English Language Learners improve English Skills and Obtain Employment. The focus groups were attended by a cross section of English Language Learners representing 10 languages	Participants addressed a wide range of needs that directly informed the design of the Ready to Work Program	All of the major recommendations were built into the program design	

3	Focus Group	Minorities Non-targeted/broad community Neighborhood based Comm Orgs	<p>The Office of Housing sought public input throughout the development of the Housing Levy Administrative and Financial Plan (A&F Plan) and OH Funding Policies. In Fall 2016 OH published eleven white papers discussing potential changes to funding policies and convened a meeting with stakeholders and the public. In early 2017 OH published draft policy language and sought additional comments and presented to the Seattle Planning Commissions Housing and Neighborhoods Committee; recommending the A&F Plan and</p>	<p>To successfully address Levy priorities for housing in higher cost areas of opportunity, there were several recommendations for policies acknowledging higher costs. Similarly, higher costs were acknowledged as necessary to produce family-sized units. There was strong support for reduced leveraging requirements for homeless housing seeking rehabilitation funding.</p>	<p>There was discussion of making Home Repair funds available to community organizations, but these funds were determined to be more efficiently allocated via OHs existing Home Repair Program.</p>	<p>www.seattle.gov/housing/levy</p>
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Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of Comments received	Summary of comments not accepted and reasons	URL (if applicable)
			Funding Policy to the Mayor and Council. The City Council received additional comment during its review and approval of the legislation.			

4	Focus Group	Non-targeted broad community Neighborhood based Comm Org	<p>The Office of Housing sought public input for the Housing Levy renewal. Two focus groups provided early input; an open house introduced the history of the housing levy, current programs and the renewal planning process, and solicited public comments; an on-line survey provided another option. A 28-member Technical Advisory Committee provided comments on recommendations. OH presented the proposal at 8 community meetings and to the Seattle Planning Commissions Housing and Neighborhoods committee. City</p>	<p>Strong support to retain and expand each of the housing levy programs; rental housing, homeownership, and homelessness prevention. During City Council review, there was emphasis on equitable development and preventing displacement. Commitment to align levy homelessness investments with Continuum of Care priorities and the Pathways Home Initiative. There was a request for a foreclosure prevention pilot program, which was added to eligible activities in the Homeownership program.</p>	<p>The City received several broad responses that will inform housing planning and program activities in the future but were not applicable to the levy funding proposal.</p>	<p>www.seattle.gov/housing/levy</p>
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Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of Comments received	Summary of comments not accepted and reasons	URL (if applicable)
			Council convened a Committee of the Whole met 7 times and held a public hearing.			

5	Focus Group	Non-targeted/ broad community outreach	The Office of Housing sought stakeholder input for the 2019-2020 update to the Housing Levy Administrative & Financial Plan and Housing Funding Policies. Affordable housing developers and other stakeholder's forum to share ideas for potential policy or technical changes. Staff drafted updates, which were posted online and public comments solicited. Written comments were received from various affordable housing developers and advocacy organizations integrated into a draft 2019-2020 A&F Plan. Housing Levy Oversight Committee reviewed prior to City Council's	Permanent supportive housing providers requested clarifying language be added to the Affirmative Marketing and Community Preference policies to acknowledge their tenant referral requirements through the homeless Coordinated Entry for All (CEA) system. Affordable housing and community development advocacy organizations requested language be added throughout to emphasize coordination between the Office of Housing's funding allocations and funds provided through the Equitable Development Initiative. All requested additions were considered and addressed in the final draft submitted to Council.	https://www.seattle.gov/Documents/Departments/Housing/Footer%20Pages/Data%20and%20Reports/Administrative-Financial%20Plan%20with%20Funding%20Policies.pdf
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Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of Comments received	Summary of comments not accepted and reasons	URL (if applicable)
			Housing, Energy, and Workers' Rights Committee review and approval by City Council.			

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of Comments received	Summary of comments not accepted and reasons	URL (if applicable)
6	Stakeholder groups	Non-targeted/broad community outreach	The Office of Housing sought feedback on the development of a new community preference guideline in stakeholder forums. Issues included implementation, (e.g. technical assistance, funding).	<p>Permanent supportive housing providers requested clarifying language acknowledging their tenant referral requirements through the Coordinated Entry for All system. Organizations requested clear step-by-step guidelines, similar to existing affirmative marketing guidelines and additional funding to support enhanced affirmative marketing efforts to accompany community preference implementation.</p> <p>In July 2020, the City issued the Community Preference Guideline that outlines recommended practices for sponsors who implement community preference policies. It also published on its website tools to assist in implementation of the program and a map of eligible census tracts.</p>	Funding options to support staff capacity for enhanced affirmative marketing and community preference implementation are being considered by the City but may be addressed separately from the final guideline document to be published by the end of 2019.	https://www.seattle.gov/housing/programs-and-initiatives/community-preference

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of Comments received	Summary of comments not accepted and reasons	URL (if applicable)
7	Applicant Outreach Meetings	Non-targeted broad community Non-English speaking	30-40 potential applicants for EDI funding	Opportunity to learn about Equitable Development Initiatives and funding consideration requirements	N/A	
8	EDI Focus Groups	Minorities Non-English speaking Target LMI communities	50+ stakeholders			

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of Comments received	Summary of comments not accepted and reasons	URL (if applicable)
9	Neighborhood business district focus groups	Minorities LMI business owners	Consult to address commercial affordability challenges in high displacement risk areas of Seattle. On June 21, 2019, OED also led a focus group discussion on commercial affordability and tenant improvement financing. Twenty-four individuals representing neighborhood business district organizations participated in the discussion.	Through these 1-on-1 and focus group discussions, OED identified a significant need for gap financing that would help make it make it affordable for small businesses to complete tenant improvement projects in newly constructed or renovated spaces. Confirmed need to prioritize our outreach efforts to small businesses in high displacement risk areas, particularly small businesses with minority owners and low- and moderate-income owners.	None	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of Comments received	Summary of comments not accepted and reasons	URL (if applicable)
10	OIS Peer Networks	Community leaders, businesses volunteers, staff implementing business district work	25-45 people per session, representing 6-12 neighborhoods Plus 12 interviews and focus groups regarding OIS Racial Equity Toolkit.	Racial equity trainings (4 sessions), public safety, commercial affordability. Shared strategies and problem solved challenges to do work, topics respond to community requests. Groups indicted priority investment in context of framework for business district revitalization-concerns about limiting CDBG to business technical assistance.	Engagement ongoing	
11	Business District action plan meetings	Community leader, stakeholders for neighborhood businesses	Funded neighborhoods get input from stakeholders to guide their district action plans	Business support services to prioritize, public safety concerns, impacts from development	N/A	
12	Workshops, site visits and ride-along with outreach teams	People with lived experience of homelessness, and service providers	National Innovation Service (a consultant of the City of Seattle, All Home, and King County) engaged with 123 customers and 85 providers.	Participants shared experiences with the homeless response system, which networks they felt connected to, and perceptions of service barriers and delivery challenges, as well as proposed solutions to those challenges.		See methodology and details of customer feedback from NIS community engagement at https://hrs.kc.nis.us/methods

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of Comments received	Summary of comments not accepted and reasons	URL (if applicable)
13	Community meeting	Community members advising on permitted encampments	Monthly meetings in seven neighborhoods, attended by 6-9 members per group, for a total of approximately 40-50 attendees/month.	Participants commented on the successes/outcomes and challenges of the permitted encampments and made recommendations.		Comments from Community Advisory Committees are located in meeting minutes for each City-permitted encampment at https://www.seattle.gov/homelessness/city-permitted-villages
14	Community meeting	General community, business groups and faith groups	Various community meetings and listening sessions with stakeholders on a range of issues including proposed safe parking lots, permitted encampments, shelters, and outreach to unsheltered homeless.	Participants provided feedback around siting of programs, cleanliness of neighborhoods, resources needed, services, safety, and more.		

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

Introduction

Seattle is responding to the needs of people experiencing homelessness through a coordinated Continuum of Care (CoC), formerly All Home, and overseen by KCHRA in 2022. The City invests in services to prevent homelessness and to help people experiencing homelessness access and retain permanent, affordable housing with direct grants through contracts with community-based organizations. The City also invests in the development of affordable, permanent housing for homeless and low-income individuals and families.

To provide more effective and efficient services, the City of Seattle has merging its homeless services funding with King County and the functions of the former COC operator All Home to create the King County Regional Homelessness Authority (KCRHA), which began hiring staff in 2021 and formally assumed contract and COC oversight in 2022. COVID-19 had a significant impact on this transition. Through the KCRHA, the City continues to coordinate with local and regional partners on shared goals and outcomes, such as increasing rates of exits to permanent housing, and addressing racial inequities.

The KCRHA, in partnership with the City, County, Lived Experience Coalition, and Sound Cities, and under the leadership of their Governing Committee and Implementation Board, are engaging with key stakeholders across the region to develop a new regional 5 Year Plan, expected to be released November 2022. This plan will include specific measurable actions, outcomes and goals for the entire King County region. The KCRHA is also working with local jurisdictions to develop Sub-Regional plans, which is focused on strategies and activities targeted to address the unique circumstances faced within a city.

Historically, outcomes have focused on increasing the number of exits to permanent housing, reducing the number of people falling into homelessness, and reducing the number of people who return to homelessness from permanent housing. Strategies to meet these goals may include competitive bidding processes (requests for proposals), strengthening our Coordinated Entry for All (CEA) system, providing targeted technical assistance, and ensuring the voices of people with lived experience are centered in the design of homelessness prevention and intervention services.

Funding to agencies described in the action plan is provided in the form of a contract between the recipient agency and the KCRHA. The contract contains terms and conditions of funding, reporting and invoicing requirements, performance expectations and service delivery levels, record keeping responsibilities, and consent to on-site monitoring as requested. Funding to the KCRHA is provided through a Master Services Agreement (MSA) held between the KCRHA and the Seattle Human Services Department.

The KCRHA makes funding awards through competitive procurement processes. The specific requirements for requests for funding are detailed in procurement materials. Funding opportunities and materials are posted on the KCRHA website at: [Funding Opportunities - KCRHA](#)

The KCRHA Grants Team holds Open Hours twice a month to engage with service providers who have questions about grants and funding opportunities.

Applications in each process are reviewed for ability to deliver services that meet investment outcomes and goals. Applicants are also asked to demonstrate how they will incorporate specific standards and principles, such as demonstrated commitment to racial equity and social justice within their program model and agency.

Date: December 6, 2022
To: Councilmember Lisa Herbold, Chair, Public Safety & Human Services Committee
From: Dee Dhlamini, Interim Chief Financial Officer, Human Services Department (HSD)
Subject: Public Hearing for Draft 2023 Annual Action Plan (HUD funds)

At the December 13, 2022, Public Safety and Human Services Committee there will be a public hearing on the on the draft 2023 Annual Action Plan (AAP) which lays out the activities proposed to receive Community Development Block Grant (CDBG), Home Investment Partnerships Program (HOME), Housing Opportunities for People Living with AIDS (HOPWA), and Emergency Solutions Grant (ESG) federal funds in the coming year. This represents the anticipated allocations for the sixth year of the 2018-2023 Consolidated Plan adopted by the City on August 6, 2018, as [Ordinance 119311](#). The Consolidated Plan and its Annual Action Plans are documents required by the United States Department of Housing and Urban Development (HUD) in advance of the City's receipt of funds from four of its programs. The 2023 City Adopted Budget is built on assumptions of grant revenue. The actual grant allocation amounts will not be known until Congress completes its budget process for 2023.

In 2018, HUD instructed federal grantees not to submit Consolidated Plan or Annual Action Plans until final grant allocations are confirmed. Preliminary instructions from HUD indicate that this requirement remains in effect for the 2023 grant cycle. This public hearing will allow the City to incur "pre-award costs" starting January 1, 2023, as needed according to HUD regulations. When HUD releases the final grant awards, HSD will return to the committee with the legislation required to adopt the final 2023 AAP for submission approval.

The allocation of grant funds governed by the AAP is driven by the City's budget process. The programs and dollar amounts included in the AAP were approved as part of the 2023 City of Seattle Budget.

Next step: Public Hearing in the Public Safety and Finance committee on Tuesday, December 13 at 9:30 a.m.

Below is a chart of the proposed Draft 2023 Annual Action Plan projects and activities to be funded.

Title	Grant	Total Plan \$
HSD Human Services Admin & Planning	CDBG	\$ 1,244,639
HSD Homeless Services (KCHRA subrecipient grants)	CDBG	\$ 3,154,270
HSD Homeless Services (KCHRA admin)	CDBG	\$ 24,600
HSD ESG	ESG	\$ 801,427
HSD HOPWA	HOPWA	\$ 3,357,136
HSD Community Facilities – Childcare development	CDBG	\$ 1,000,000
HSD Mt Baker	CDBG	\$ 100,000
HSD Minor Home Repair	CDBG	\$ 500,000
HSD Total		\$ 10,182,072
OH Home Repair Revolving Loan Program	CDBG	\$ 605,462
OH Homebuyer Assistance Revolving Loan Program	CDBG	\$ 222,000
OH Office of Housing CDBG Admin & Planning	CDBG	\$ 160,972
OH Rental Housing Preservation and Development Revolving Loan Program	CDBG	\$ 366,435
OH Office of Housing HOME Admin & Planning	HOME	\$ 365,052
OH Rental Housing Preservation and Development HOME Program	HOME	\$ 4,285,473
OH Total		\$ 6,005,394
OED Small Business Support	CDBG	\$ 1,000,000
OIRA ESL for Work (Ready to Work)	CDBG	\$ 650,200
OPCD Equitable Development Initiative	CDBG	\$ 430,000
PARKS Seattle Conservation Corp Park Upgrades	CDBG	\$ 808,000
PLAN Total		\$ 19,075,666

CDBG Total \$ 9,072,681

ESG Total \$ 801,427

HOPWA Total \$ 3,357,136

HOME Total \$ 4,650,525