



City of Seattle  
Mayor Jenny A. Durkan

## Charter and Interlocal Agreement Terms King County Regional Homelessness Authority September 4, 2019

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### **GOVERNANCE STRUCTURE**

*Steering Committee: Primarily of elected officials ensuring overall electoral, financial, strategic, and community accountability and outcomes.*

- 7 (but up to 8) members, designated as follows:
  - 1 member each: Executive, Mayor, KCC, SCC
  - 1 elected official from a city other than Seattle that has a) signed the Interlocal Agreement; or if no such party to the ILA b) is an officer of the Board of Directors of the SCA
  - 2 members: Lived Experience
  - When at least 20 cities other than Seattle have signed the ILA, 1 additional elected official from a city other than Seattle
- Roles
  - Confirm Governing Board Appointees
  - Remove Governing Board Members for Cause
  - Confirm w/out amendment or Reject (with explanation) 5-Year Plan
  - Confirm w/out amendment or Reject (with explanation) Annual Budget
  - Receive Annual Performance Report

*Governing Board: Subject matter experts empowered by the Steering Committee to provide robust, persistent, and detailed guidance, management and oversight of the Regional Authority and its mission.*

- 11 members
  - Initial Appointment Process
    - 2 appointments each from King County Executive, Seattle Mayor, King County Council, Seattle City Council for Steering Committee Confirmation
    - 3 appointments from Steering Committee's 2 Lived Experience members for Steering Committee Confirmation
  - Ongoing Appointment Process
    - After 5 years, the Governing Board appoints persons to fill Governing Board vacancies subject to Steering Committee confirmation.
- Board Member Expertise & Skills
  - Each member has expertise in one or more of the following with a requirement that all expertise & skills are present:
    - Equity Implementation
    - Fiscal Oversight
    - Business Operations or Strategy
    - Affordable Housing Finance/Development
    - Physical or Behavioral Healthcare
    - Labor Unions & Workforce
    - Provision of services for persons experiencing homelessness
    - Data-Based Performance Evaluation or Academic Research

- Criminal Justice
- Continuum of Care expertise
- Overall Board Characteristics - In its total composition, the board must
  - Include 3 persons representing persons with lived experience of homelessness.
  - A majority of the members of the Governing Board shall be persons whose identity, personal experience, or professional expertise enables them to credibly represent the perspectives of, and to be accountable to, marginalized demographic populations that are statistically disproportionately represented among people experiencing homelessness in King County.
  - Strive to reflect a diversity of geographies in King County.
  - Include individuals with connections to or experience with the Business Community, neighborhood or community associations, faith/religious groups and philanthropy or other funders.
  - No member shall be an elected official; an employee of ILA parties; nor an employee, official, agent or representative of current contract holders or any entity that is likely to directly benefit from the actions of the Authority.
- Role - The Governing Board is responsible for the management, vision, community accountability, and fiscal and operational oversight of the Regional Authority. Specified powers include:
  - Hire, fire, and review the performance of the Regional Authority's Executive Director;
  - Adopt & transmit for Steering Committee confirmation a 5-Year Plan incorporating requirements of Service Agreements from funders, aligning with the Regional Action Plan (but NOT the Regional Action Plan) and including sub-regional planning;
  - After first 5 years, appoint Governing Board Members for confirmation by the Steering Committee;
  - Annually adopt & transmit an operating budget proposed by the Executive Director, approved by the Governing Board and confirmed by the Steering Committee to the respective funding jurisdictions for inclusion in their respective budget processes;
  - Annually adopt a performance report;
  - Oversee the Regional Authority's implementation of the 5-Year Plan, Annual Budget, and additional plans and policies necessary to carry out the duties and responsibilities of the Regional Authority; and
  - Other powers legally necessary for the management of the Regional Authority as provided in the Charter.

Advisory Committee(s) - The Charter will empower the Governing Board to create and maintain an Advisory Committee(s) as needed to ensure that the Governing Board receives the advice of a wide range of stakeholders, including providers and advocates of homelessness services. The Advisory Committee(s) may be constituted, if duly empowered, to perform the functions of the mandatory Federal Continuum of Care Board.

## **AUTHORITY**

Program Scope - The Regional Authority's scope of work will be the region's homelessness response system. The Regional Authority's scope contemplates that in addition to unifying homeless response services of Seattle and King County, it will also replace and encompass the current functions of All Home, the region's current Continuum of Care lead.

- Scope of Work includes
  - 5-Year Plan development, aligned with Regional Action Plan (but NOT the RAP)
  - Assume role of Continuum of Care if duly empowered

- Oversee regional implementation of services and programming
- Procure and contract for services
- Data collection, monitoring and evaluation of systems and program performance
- Public facing performance dashboards
- Evaluate community impact, ensure continuous improvement
- Equity based decision making framework and accountability to its customers, its contract agencies, its funders, and the public
- Service Interventions – transferred to Authority
  - Downstream Prevention (e.g., imminent risk of homelessness)
  - Outreach
  - Diversion
  - Shelter
  - Rapid rehousing
  - Permanent Supportive Housing Services
- Service Interventions – retained by County and City
  - Upstream Prevention (e.g., housing instability)
  - Permanent Supportive Housing Capital and Operations and Maintenance
  - Seattle ONLY: Navigation Team

Financial Scope

The ILA will establish initial funding minimum expectations, subject to appropriation by Councils, based upon the sum of King County’s and Seattle’s 2019 annualized value of programs and administration for programs within the Regional Authority’s scope of work. The ILA will also make minimum funding expectations contingent upon the ongoing availability of funds sources.

King County’s 2019 Annualized Program Value \$49M approximate	Seattle’s 2019 Annualized Program Value \$ 69M approximate	Total 2019 Annualized Program Value \$117M approximate
King County’s 2019 Annualized Admin. Value \$ 7M approximate	Seattle’s 2019 Annualized Admin. Value \$ 4M approximate	Total 2019 Annualized Administrative Value \$11M approximate
Value of King County’s Proposed Contributions to Regional Authority start-up costs \$ 1M approximate	Value of Seattle’s Proposed Contributions to Regional Authority start-up costs \$2M approximate	Total Value of Proposed Contributions to Regional Authority start-up costs \$3M approximate

**PLANNING AND STAFFING**

5-Year Plan (within 18 months of the Regional Authority’s formation)

- Incorporates requirements of Service Agreements from funders and the Regional Action Plan (bit is NOT the Regional Plan) to guide the Regional Authority’s operations
- Developed by the Regional Authority, approved by the Governing Board, and confirmed or rejected by the Steering Committee
- Inclusive of sub-regionally tailored context, needs, priorities, and approaches

Annual Budget

- Proposed by the Executive Director, approved by the Governing Board, and confirmed or rejected by the Steering Committee

- The annual budget would inform resource requests to be made to each party in accordance with the 5-year Plan, Service Agreements from funders, and subject to appropriation

#### Staffing

- The Charter mandates an Executive Director, hired by the Governing Board, with authority to hire additional staff as needed
- The Charter mandates an Ombuds Office to serve as a single point of contact for direct customer and employee accountability within the Regional Authority and the homeless service delivery system more broadly, ensuring customer accountability in the regional homeless response system, informing continuous improvement of the Regional Authority, and increasing transparency and public trust.
- The Charter empowers the ED to hire staff to implement the 5-year Plan, including sub-regional planning, subject to budget authority and appropriation

Service Agreements: All parties would sign a Service Agreement with the Regional Authority, describing their respective commitments to provide resources (funding or in-kind contributions inclusive of staff time, facility space, development sites, etc.) to support the operation of the Regional Authority or the operation of related services.

#### **PARTICIPATION OF OTHER CITIES**

Regional participation is critical—the ILA eliminates barriers that otherwise limit participation:

- Cities or housing authorities may join immediately or over time to take advantage of the efficiencies of scale created by the Regional Authority structure.
- All participants would commit to align provision of in-scope homelessness response services with the Regional Authority's 5-Year Plan and sub-regional plans.
- The joining city or housing authority may join by becoming party to the ILA.