

CITY OF SEATTLE

City Council

Agenda

Monday, May 10, 2021 2:00 PM

Remote Meeting. Call 253-215-8782; Meeting ID: 586 416 9164; or Seattle Channel online.

M. Lorena González, President Lisa Herbold, Member Debora Juarez, Member Andrew J. Lewis, Member Tammy J. Morales, Member Teresa Mosqueda, Member Alex Pedersen, Member Kshama Sawant, Member Dan Strauss, Member

Chair Info:206-684-8809; Lorena.González@seattle.gov

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CITY OF SEATTLE

City Council Agenda

May 10, 2021 - 2:00 PM

Meeting Location:

Remote Meeting. Call 253-215-8782; Meeting ID: 586 416 9164; or Seattle Channel online.

Committee Website:

http://www.seattle.gov/council

In-person attendance is currently prohibited per Washington State Governor's Proclamation 20-28.15, until the COVID-19 State of Emergency is terminated or Proclamation 20-28 is rescinded by the Governor or State legislature. Meeting participation is limited to access by telephone conference line and online by the Seattle Channel.

Register online to speak during the Public Comment period at the 2:00 p.m. City Council meeting at http://www.seattle.gov/council/committees/public-comment.

Online registration to speak at the City Council meeting will begin two hours before the 2:00 p.m. meeting start time, and registration will end at the conclusion of the Public Comment period during the meeting. Speakers must be registered in order to be recognized by the Chair.

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

Sign-up to provide Public Comment at the meeting at http://www.seattle.gov/council/committees/public-comment Watch live streaming video of the meeting at http://www.seattle.gov/council/watch-council-live

Listen to the meeting by calling the Council Chamber Listen Line at 253-215-8782 Meeting ID: 586 416 9164

One Tap Mobile No. US: +12532158782,,5864169164#

A. CALL TO ORDER

B. ROLL CALL

C. PRESENTATIONS

D. APPROVAL OF THE JOURNAL

Min 331 May 3, 2021

Attachments: Minutes

E. ADOPTION OF INTRODUCTION AND REFERRAL CALENDAR

Introduction and referral to Council committees of Council Bills (CB), Resolutions (Res), Appointments (Appt), and Clerk Files (CF) for committee recommendation.

IRC 302 May 10, 2021

Attachments: Introduction and Referral Calendar

F. APPROVAL OF THE AGENDA

G. PUBLIC COMMENT

Members of the public may sign up to address the Council for up to 2 minutes on matters on this agenda; total time allotted to public comment at this meeting is 20 minutes.

Register online to speak during the Public Comment period at the 2:00 p.m. City Council meeting at http://www.seattle.gov/council/committees/public-comment.

Online registration to speak at the City Council meeting will begin two hours before the 2:00 p.m. meeting start time, and registration will end at the conclusion of the Public Comment period during the meeting. Speakers must be registered in order to be recognized by the Chair.

H. PAYMENT OF BILLS

These are the only Bills which the City Charter allows to be introduced and passed at the same meeting.

CB 120064

AN ORDINANCE appropriating money to pay certain audited claims for the week of April 26, 2021 through April 30, 2021 and ordering the payment thereof.

I. COMMITTEE REPORTS

Discussion and vote on Council Bills (CB), Resolutions (Res), Appointments (Appt), and Clerk Files (CF).

CITY COUNCIL:

1. Appt 01908 Appointment of Sharon N. Kioko as member, the Working Group for

Performance Auditing.

Attachments: Appointment Packet

2. Appt 01884 Reappointment of Felix Yushin Chang as member, Community

Involvement Commission, for a term to May 31, 2021.

Attachments: Appointment Packet

3. Appt 01885 Reappointment of Carol Redfield as member, Community

Involvement Commission, for a term to May 31, 2022.

Attachments: Appointment Packet

4. Appt 01886 Reappointment of Andrew Haas as member, Design Review Board,

for a term to April 3, 2022.

Attachments: Appointment Packet

5. Appt 01887 Appointment of Ana Cristina Garcia as member, Design Review

Board, for a term to April 3, 2022.

Attachments: Appointment Packet

6. Appt 01888 Appointment of Jason Henderson as member, Design Review Board,

for a term to April 3, 2022.

Attachments: Appointment Packet

7. Appt 01889 Appointment of Ronquesha Ingram as member, Design Review

Board, for a term to April 3, 2022.

Attachments: Appointment Packet

8. Appt 01890 Appointment of Chris Bendix as member, Design Review Board, for a term to April 3, 2023.

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Attachments: Appointment Packet

9. Appt 01891 Appointment of Matthew Bissen as member, Design Review Board,

for a term to April 3, 2023.

Attachments: Appointment Packet

10. Appt 01892 Appointment of Michael R. Cannon as member, Design Review

Board, for a term to April 3, 2023.

Attachments: Appointment Packet

11. Appt 01893 Appointment of Manuel Casteneda as member, Design Review

Board, for a term to April 3, 2023.

Attachments: Appointment Packet

12. Appt 01894 Appointment of Patrick Cobb as member, Design Review Board, for

a term to April 3, 2023.

Attachments: Appointment Packet

13. Appt 01895 Appointment of Carey Dagliano as member, Design Review Board,

for a term to April 3, 2023.

<u>Attachments:</u> Appointment Packet

14. Appt 01896 Appointment of Janell T. Eckrich as member, Design Review Board,

for a term to April 3, 2023.

Attachments: Appointment Packet

15. Appt 01897 Appointment of Allan Farkas as member, Design Review Board, for

a term to April 3, 2023.

Attachments: Appointment Packet

16. Appt 01898 Appointment of Gina Gage as member, Design Review Board, for a

term to April 3, 2023.

Attachments: Appointment Packet

17. Appt 01899 Appointment of Johanna Lirman as member, Design Review Board,

for a term to April 3, 2023.

Attachments: Appointment Packet

18. Appt 01900 Appointment of Adrienne Watkins as member, Design Review

Board, for a term to April 3, 2023.

Attachments: Appointment Packet

19. Appt 01901 Reappointment of Phoebe Erin Bogert as member, Design Review

Board, for a term to April 3, 2023.

Attachments: Appointment Packet

20. Appt 01902 Reappointment of Timothy Carter as member, Design Review Board,

for a term to April 3, 2023.

Attachments: Appointment Packet

21. Appt 01903 Reappointment of Alan Grainger as member, Design Review Board,

for a term to April 3, 2023.

Attachments: Appointment Packet

22. Appt 01904 Reappointment of Daniel Maier as member, Design Review Board,

for a term to April 3, 2023.

Attachments: Appointment Packet

23. Appt 01905 Reappointment of Jen Montressor as member, Design Review

Board, for a term to April 3, 2023.

Attachments: Appointment Packet

24. Appt 01906 Reappointment of May So as member, Design Review Board, for a

term to April 3, 2023.

Attachments: Appointment Packet

25. Appt 01907 Appointment of Tiffany Rattray as member, Design Review Board,

for a term to April 3, 2023.

Attachments: Appointment Packet

FINANCE AND HOUSING COMMITTEE:

26. CB 120039

AN ORDINANCE amending Ordinance 126237, which adopted the 2021 Budget, including the 2021-2026 Capital Improvement Program (CIP); changing appropriations to various departments and budget control levels, and from various funds in the Budget; and ratifying and confirming certain prior acts; all by a 3/4 vote of the City Council.

The Committee recommends that City Council pass the Council

In Favor: 4 - Mosqueda, Herbold, Lewis, Morales

Opposed: None

Supporting Documents:

Summary and Fiscal Note

Summary Att A - 2020 Budget Carry Forward

Ordinance Summary Detail Table

27. CB 120058

AN ORDINANCE relating to the Office of Housing (OH); authorizing the acceptance of a transfer of real property in Southeast Seattle for the purpose of development of affordable housing and other related uses, and for general municipal purposes; placing the property under the jurisdiction of OH; and ratifying and confirming certain prior acts.

The Committee recommends that City Council pass the Council

Bill (CB).

In Favor: 4 - Mosqueda, Herbold, González, Strauss

Opposed: None

Attachments: Ex A - Real Property Transfer Agreement

Ex A Ex B - Form of Deed

Ex A Ex C - Form of Affordable Housing Covenant

Ex A Ex D - Form of Restrictive Covenant

Supporting

Documents:

Summary and Fiscal Note

Summary Att 1 - List of sites for acceptance

Summary Att 2 - Map of sites

28. CB 120059

AN ORDINANCE relating to funding for housing and community development programs; adopting Annual Action Plan updates to the 2018 - 2022 Consolidated Plan for Housing and Community Development; authorizing submission of the Annual Action Plans to the United States Department of Housing and Urban Development (HUD); authorizing acceptance of grant funds from HUD for programs and activities included in the 2019 and 2021 Annual Action Plans; amending Ordinance 126237, which adopted the 2021 Budget, by modifying appropriations to various departments and budget control levels in the 2021 Adopted Budget; and ratifying and confirming certain prior acts.

The Committee recommends that City Council pass as amended the Council Bill (CB).

In Favor: 4 - Mosqueda, Herbold, Lewis, Morales

Opposed: None

Attachments: Att 1 - 2021 Annual Action Plan

Att 2 - 2019 Annual Action Plan Substantial Amendment Att 3 - 2020 Annual Action Plan Substantial Amendment

<u>Supporting</u>

<u>Documents:</u>

Summary and Fiscal Note

29. Appt 01877

Appointment of Afeworki T. Ghebreiyesus as member, Labor Standards Advisory Commission, for a term to April 30, 2023.

The Committee recommends that City Council confirm the

Appointment (Appt).

In Favor: 4 - Mosqueda, Herbold, González, Strauss

Opposed: None

<u>Attachments:</u> Appointment Packet

30. Appt 01878

Appointment of Diana Ochoa as member, Labor Standards Advisory

Commission, for a term to April 30, 2023.

The Committee recommends that City Council confirm the

Appointment (Appt).

In Favor: 4 - Mosqueda, Herbold, González, Strauss

Opposed: None

Attachments: Appointment Packet

31. Appt 01879 Appointment of Alexis Rodich as member, Labor Standards Advisory

Commission, for a term to April 30, 2022.

The Committee recommends that City Council confirm the

Appointment (Appt).

In Favor: 4 - Mosqueda, Herbold, González, Strauss

Opposed: None

Attachments: Appointment Packet

32. Appt 01880 Appointment of Tracy Taylor as member, Labor Standards Advisory

Commission, for a term to April 30, 2023.

The Committee recommends that City Council confirm the

Appointment (Appt).

In Favor: 4 - Mosqueda, Herbold, González, Strauss

Opposed: None

Attachments: Appointment Packet

33. Appt 01881 Appointment of Annie Wise as member, Labor Standards Advisory

Commission, for a term to April 30, 2022.

The Committee recommends that City Council confirm the

Appointment (Appt).

In Favor: 4 - Mosqueda, Herbold, González, Strauss

Opposed: None

Attachments: Appointment Packet

34. Appt 01882 Reappointment of Emily Dills as member, Domestic Workers

Standards Board, for a term to February 28, 2024.

The Committee recommends that City Council confirm the

Appointment (Appt).

In Favor: 4 - Mosqueda, Herbold, González, Strauss

Opposed: None

Attachments: Appointment Packet

35. Appt 01883 Appointment of Edilka Dominguez as member, Domestic Workers

Standards Board, for a term to February 28, 2024.

The Committee recommends that City Council confirm the

Appointment (Appt).

In Favor: 4 - Mosqueda, Herbold, González, Strauss

Opposed: None

Attachments: Appointment Packet

PUBLIC ASSETS AND NATIVE COMMUNITIES COMMITTEE:

36. CB 120048 AN ORDINANCE relating to the City-owned real property known as

the Red Barn Ranch and to the future North Rainier Park;

authorizing the Superintendent of Parks and Recreation to execute documents removing recreational covenants from the Red Barn Ranch; and placing a restrictive covenant onto the North Rainier

landbanked development property.

The Committee recommends that City Council pass the Council

Bill (CB).

In Favor: 5 - Juarez, Pedersen, Herbold, Mosqueda, Sawant

Opposed: None

<u>Attachments:</u> <u>Att A – Form of Red Barn Ranch Deed Release</u>

Att B – Form of North Rainier Deed of Right

<u>Supporting</u>

<u>Documents:</u> Summary and Fiscal Note

Summary Att A - Maps

37. CB 120050 AN ORDINANCE relating to Seattle Parks and Recreation;

authorizing the Superintendent of Parks and Recreation to execute, for and on behalf of the City, a Use, Occupancy and Maintenance Agreement with Southwest Youth and Family Services to provide family support center programs consistent with Seattle Parks and

Recreation purposes.

The Committee recommends that City Council pass the Council

Bill (CB).

In Favor: 5 - Juarez, Pedersen, Herbold, Mosqueda, Sawant

Opposed: None

Attachments: Att A - Use Occupancy and Maintenance Agreement

<u>Supporting</u>

<u>Documents:</u> Summary and Fiscal Note

38. CB 120033

AN ORDINANCE authorizing the Superintendent of Parks and Recreation to execute and accept from Seattle School District 1, on behalf of The City of Seattle, a Reciprocal Right of Entry License Agreement concerning Helene Madison Pool (Ingraham High School) and Southwest Teen Life Center and Pool (Chief Sealth High School).

The Committee recommends that City Council pass the Council Bill (CB).

In Favor: 5 - Juarez, Pedersen, Herbold, Mosqueda, Sawant

Opposed: None

Attachments: Att 1 - SPS Reciprocal ROE Agreement

<u>Supporting</u>

Documents: Summary and Fiscal Note

Summary Att A - SW Teen Life Center and Pool

Parking

Summary Att B - Helene Madison Pool Parking

39. Appt 01874

Appointment of Misha Y. Averill as member, Seattle Indian Services Commission Governing Council, for a term to June 30, 2023.

The Committee recommends that City Council confirm the

Appointment (Appt).

In Favor: 5 - Juarez, Pedersen, Herbold, Mosqueda, Sawant

Opposed: None

Attachments: Appointment Packet

40. Appt 01875

Reappointment of Denise Moriguchi as member, Washington State Convention Center Public Facilities District Board, for a term to July 30, 2024.

The Committee recommends that City Council confirm the

Appointment (Appt).

In Favor: 5 - Juarez, Pedersen, Herbold, Mosqueda, Sawant

Opposed: None

Attachments: Appointment Packet

41. Appt 01876

Reappointment of Ron A. Chew as member, Seattle Public Library Board of Trustees, for a term to April 1, 2026.

The Committee recommends that City Council confirm the

Appointment (Appt).

In Favor: 5 - Juarez, Pedersen, Herbold, Mosqueda, Sawant

Opposed: None

<u>Supporting</u>

Documents:

Appointment Packet

TRANSPORTATION AND UTILITIES COMMITTEE:

42. CB 120042

AN ORDINANCE amending Ordinance 126237, which adopted the 2021 Budget, including the 2021-2026 Capital Improvement Program (CIP); changing appropriations within the Transportation Benefit District Fund; revising project allocations for certain projects in the 2021-2026 CIP; and lifting a proviso.

The Committee recommends that City Council pass as amended

the Council Bill (CB).

In Favor: 5 - Pedersen, Strauss, González, Herbold, Morales

Opposed: None

Supporting

Documents:

Summary and Fiscal Note

Summary Ex A - Spend Plan for \$20 VLF Effective in

2021

Summary Ex B – Sidewalk Safety Repair CIP Page

Summary Ex C – Vision Zero CIP Page

<u>Summary Ex D – SDOT ADA Program CIP Page</u>

Summary Ex E – Structures Major Maintenance CIP

<u>Page</u>

43. CB 120045

AN ORDINANCE relating to the City Light Department; declaring certain real property rights to be surplus to the needs of City Light; and authorizing the General Manager and Chief Executive Officer of City Light to execute an easement agreement with King County, allowing the temporary use of a portion of City Light property to resolve the encroachment of an existing structure located on the west side of Boeing Field within the Northeast Quarter of Section 29 Township 24 Range 4 and the Southeast Quarter of Section 29 Township 24 Range 4.

The Committee recommends that City Council pass the Council Bill (CB).

In Favor: 5 - Pedersen, Strauss, González, Herbold, Morales

Opposed: None

Attachments: Att 1 - Temporary Easement Agreement

Supporting

<u>Documents:</u> Summary and Fiscal Note

<u>Summary Att 1 – King County Easement Area</u>

44. CB 120062

AN ORDINANCE relating to the Madison Bus Rapid Transit (BRT) -RapidRide G Line project; authorizing the Director of the Seattle Department of Transportation (SDOT) to acquire, accept, and record, on behalf of The City of Seattle, a signal pole and trolley wire easement from Seattle University, a Washington non-profit corporation, situated in a portion of Lots 1 through 6, Mile's Addition to the City of Seattle, together with a portion of vacated East Spring Street, vacated 11th Avenue, and vacated Madison Court, and an easement for public sidewalk from Casita Grande LLC, a Washington limited liability company, situated in a portion of Block 6, Addition to the City of Seattle, as laid off by D.T. Denny, Guardian of the Estate of J.H. Nagle (Commonly known as Nagle's Addition to the City of Seattle); designating the easements for transportation purposes, placing the easements under the jurisdiction of SDOT; and ratifying and confirming certain prior acts.

The Committee recommends that City Council pass the Council Bill (CB).

In Favor: 5 - Pedersen, Strauss, González, Herbold, Morales

Opposed: None

Attachments: Att 1 - Recorded Signal Pole and Trolley Wire Easement

Att 2 - Recorded Easement for Public Sidewalk

Supporting

Documents:

Summary and Fiscal Note

Summary Ex A - Vicinity Map Summary Ex B - Project Area

45. CB 120063

AN ORDINANCE relating to grant funds from the United States Department of Transportation for the construction of the Madison BRT-RapidRide G Line project; authorizing the Director of the Seattle Department of Transportation to accept specified grants and execute related agreements for and on behalf of the City; and ratifying and confirming certain prior acts.

The Committee recommends that City Council pass the Council Bill (CB).

In Favor: 5 - Pedersen, Strauss, González, Herbold, Morales

Opposed: None

<u>Supporting</u>

Documents:

Summary and Fiscal Note

46. Res 32000

A RESOLUTION relating to Seattle Public Utilities; adopting a 2021-2026 Strategic Business Plan for Seattle Public Utilities; and endorsing a three-year rate path and a subsequent, three-year rate forecast to support the Strategic Business Plan Update.

The Committee recommends that City Council adopt the

Resolution (Res).

In Favor: 5 - Pedersen, Strauss, González, Herbold, Morales

Opposed: None

Attachments: Att 1 - 2021-2026 Strategic Business Plan

<u>Supporting</u>

<u>Documents:</u> <u>Summary and Fiscal Note</u>

Summary Ex A – Fiscal Health Memo to CBO

J. ADOPTION OF OTHER RESOLUTIONS

K. OTHER BUSINESS

L. ADJOURNMENT



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: Min 331, Version: 1

May 3, 2021

SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104



Journal of the Proceedings of the Seattle City Council

Monday, May 3, 2021 2:00 PM

Remote Meeting. Call 253-215-8782; Meeting ID: 586 416 9164; or Seattle Channel online.

City Council

M. Lorena González, President Lisa Herbold, Member Debora Juarez, Member Andrew J. Lewis, Member Tammy J. Morales, Member Teresa Mosqueda, Member Alex Pedersen, Member Kshama Sawant, Member Dan Strauss, Member

Chair Info: 206-684-8809; Lorena. González@seattle.gov

In-person attendance is currently prohibited per Washington State Governor's Proclamation 20-28.15, until the COVID-19 State of Emergency is terminated or Proclamation 20-28 is rescinded by the Governor or State legislature. Meeting participation is limited to access by telephone conference line and online by the Seattle Channel.

A. CALL TO ORDER

The City Council of The City of Seattle met remotely pursuant to Washington State Governor's Proclamation 20-28.15, and guidance provided by the Attorney General's Office, on May 3, 2021, pursuant to the provisions of the City Charter. The meeting was called to order at 2:02 p.m., with Council President González presiding.

B. ROLL CALL

The following Councilmembers were present and participating electronically:

Present: 8 - González , Herbold, Juarez, Morales, Mosqueda, Pedersen, Sawant, Strauss

Excused: 1 - Lewis

C. PRESENTATIONS

There were none.

D. APPROVAL OF THE JOURNAL

Min 330 April 26, 2021

Motion was made, duly seconded and carried, to adopt the proposed Minutes by the following vote, and the President signed the Minutes:

In Favor: 8 - González , Herbold, Juarez, Morales, Mosqueda, Pedersen, Sawant, Strauss

Opposed: None

E. ADOPTION OF INTRODUCTION AND REFERRAL CALENDAR

IRC 301 May 3, 2021

Motion was made, duly seconded and carried, to adopt the proposed Introduction and Referral Calendar (IRC) by the following vote:

In Favor: 8 - González , Herbold, Juarez, Morales, Mosqueda, Pedersen, Sawant, Strauss

Opposed: None

F. APPROVAL OF THE AGENDA

Motion was made, duly seconded and carried, to adopt the proposed Agenda.

G. PUBLIC COMMENT

The following individuals addressed the Council:

Howard Gale
Marisa Parshotam
Minal Ghassemieh
Carlos Martinez
Roxana Norouzi
Lety Rivera
Brenda Rodroguez
David Haines

H. PAYMENT OF BILLS

CB 120060 AN ORDINANCE appropriating money to pay certain audited claims for the week of April 19, 2021 through April 23, 2021 and ordering the payment thereof.

Motion was made and duly seconded to pass Council Bill 120060.

The Motion carried, the Council Bill (CB) was passed by the following vote, and the President signed the Council Bill (CB):

In Favor: 8 - González , Herbold, Juarez, Morales, Mosqueda, Pedersen, Sawant, Strauss

Opposed: None

I. COMMITTEE REPORTS

CITY COUNCIL:

1. Res 32003 A RESOLUTION retiring introduced and referred Council Bills, Resolutions, Clerk Files, and Appointments that have received no further action.

Motion was made and duly seconded to adopt Resolution 32003.

The Motion carried, the Resolution (Res) was adopted by the following vote, and the President signed the Resolution (Res):

In Favor: 8 - González , Herbold, Juarez, Morales, Mosqueda, Pedersen, Sawant, Strauss

Opposed: None

2. CB 120037

AN ORDINANCE relating to the AIDS Memorial Pathway project; authorizing the Director of the Seattle Office of Arts & Culture, on behalf of The City of Seattle, to accept a license agreement for the installation and maintenance of artworks that are part of The City of Seattle's Municipal Art Collection on property owned by Central Puget Sound Regional Transit Authority, a regional transit authority of the State of Washington, and leaseholder MEPT Capitol Hill Station Joint Venture LLC, a Delaware limited liability company; and ratifying and confirming certain prior acts.

Motion was made and duly seconded to pass Council Bill 120037.

The Motion carried, the Council Bill (CB) passed by the following vote, and the President signed the Council Bill (CB):

In Favor: 8 - González , Herbold, Juarez, Morales, Mosqueda, Pedersen, Sawant, Strauss

Opposed: None

3. <u>Appt 01860</u> Appointment of Rick Araluce as member, Seattle Arts Commission, for a term to December 31, 2022.

Motion was made and duly seconded to confirm Appointment 01860.

The Motion carried, and the Appointment (Appt) was confirmed by the following vote:

In Favor: 8 - González , Herbold, Juarez, Morales, Mosqueda, Pedersen, Sawant, Strauss

Opposed: None

4. Appt 01861 Appointment of Ebony Arunga as member, Seattle Arts Commission, for a term to December 31, 2022.

Motion was made and duly seconded to confirm Appointment 01861.

The Motion carried, and the Appointment (Appt) was confirmed by the following vote:

In Favor: 8 - González , Herbold, Juarez, Morales, Mosqueda, Pedersen, Sawant, Strauss

Opposed: None

5. Appt 01863 Reappointment of James Miles as member, Seattle Arts Commission, for a term to December 31, 2022.

Motion was made and duly seconded to confirm Appointment 01863.

The Motion carried, and the Appointment (Appt) was confirmed by the following vote:

In Favor: 8 - González , Herbold, Juarez, Morales, Mosqueda, Pedersen, Sawant, Strauss

Opposed: None

6. Appt 01864 Reappointment of Sarah Wilke as member, Seattle Arts Commission, for a term to December 31, 2022.

Motion was made and duly seconded to confirm Appointment 01864.

The Motion carried, and the Appointment (Appt) was confirmed by the following vote:

In Favor: 8 - González , Herbold, Juarez, Morales, Mosqueda, Pedersen, Sawant, Strauss

Opposed: None

7. Appt 01865 Reappointment of Mikhael Mei Williams as member, Seattle Arts Commission, for a term to December 31, 2022.

Motion was made and duly seconded to confirm Appointment 01865.

The Motion carried, and the Appointment (Appt) was confirmed by the following vote:

In Favor: 8 - González , Herbold, Juarez, Morales, Mosqueda, Pedersen, Sawant, Strauss

Opposed: None

8. <u>Appt 01862</u> Appointment of Cassie Chin as member, Equitable Development Initiative Advisory Board, for a term to February 28, 2022.

Motion was made and duly seconded to confirm Appointment 01862.

The Motion carried, and the Appointment (Appt) was confirmed by the following vote:

In Favor: 8 - González , Herbold, Juarez, Morales, Mosqueda, Pedersen, Sawant, Strauss

Opposed: None

9. Appt 01866 Appointment of Evelyn Thomas Allen as member, Equitable Development Initiative Advisory Board, for a term to February 28, 2023.

Motion was made and duly seconded to confirm Appointment 01866.

The Motion carried, and the Appointment (Appt) was confirmed by the following vote:

In Favor: 8 - González , Herbold, Juarez, Morales, Mosqueda, Pedersen, Sawant, Strauss

Opposed: None

10. Appt 01870 Appointment of Cesar A. Garcia Garcia as member, Equitable Development Initiative Advisory Board, for a term to February 28, 2022.

Motion was made and duly seconded to confirm Appointment 01870.

The Motion carried, and the Appointment (Appt) was confirmed by the following vote:

In Favor: 8 - González , Herbold, Juarez, Morales, Mosqueda, Pedersen, Sawant, Strauss

Opposed: None

J. ADOPTION OF OTHER RESOLUTIONS

11. Res 32005

A RESOLUTION urging the United States Congress to enact legislation creating a roadmap to citizenship and other legislative priorities to support immigrants and refugees.

Motion was made and duly seconded to adopt Resolution 32005.

The Motion carried, the Resolution (Res) was adopted by the following vote, and the President signed the Resolution (Res):

In Favor: 8 - González , Herbold, Juarez, Morales, Mosqueda, Pedersen, Sawant, Strauss

Opposed: None

K. OTHER BUSINESS

Motion was made, duly seconded and carried, to excuse Councilmember Juarez from the May 17 and 24, 2021 City Council meetings.

Motion was made, duly seconded and carried, to excuse Councilmember Herbold from the May 10, 2021 City Council meeting.

L. ADJOURNMENT

There being no further business to come before the Council, the meeting was adjourned at 2:45 p.m.

Jodee Schwinn, Deputy City Clerk
Signed by me in Open Session, upon approval of the Council, on May 10, 2021
M. Lorena González, Council President of the City Council
Monica Martinez Simmons, City Clerk



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: IRC 302, Version: 1

May 10, 2021



SEATTLE CITY COUNCIL

May 10, 2021

Introduction and Referral Calendar

List of proposed Council Bills (CB), Resolutions (Res), Appointments (Appt) and Clerk Files (CF) to be introduced and referred to a City Council committee

Re	cord No.	Title	Committee Referral
	By: Mosqueda		
1.	<u>CB 120064</u>	AN ORDINANCE appropriating money to pay certain audited claims for the week of April 26, 2021 through April 30, 2021 and ordering the payment thereof.	City Council
	By: Herbold		
2.	<u>CB 120069</u>	AN ORDINANCE relating to independent contractors in Seattle; establishing labor standards requirements for independent contractors working in Seattle; amending Sections 3.02.125, 3.15.000, and 6.208.020 of the Seattle Municipal Code; and adding a new Chapter 14.34 to the Seattle Municipal Code.	Finance and Housing Committee
	By: González		
3.	<u>CB 120066</u>	AN ORDINANCE relating to City employment, commonly referred to as the First Quarter 2021 Employment Ordinance; returning positions to the civil service system; adjusting the pay zone structures for 2021 for titles in the City's discretionary pay programs; and amending Section 4.13.010 of the Seattle Municipal Code.	Governance and Education Committee
	By: Strauss		
4.	CB 120067	AN ORDINANCE relating to the 2021 Budget; authorizing the Director of the Department of Neighborhoods to accept a grant and execute related agreements; amending Ordinance 126237, which adopted the 2021 Budget; changing appropriations to various departments; and ratifying and confirming certain prior acts.	Land Use and Neighborhoods Committee
	By: Strauss,González		
5.	CB 120068	AN ORDINANCE relating to street and sidewalk use; amending Ordinance 125706 and the Street Use Permit Fee Schedule authorized by Section 15.04.074 of the Seattle Municipal Code.	Land Use and Neighborhoods Committee
	By: Herbold		
6.	CB 120065	AN ORDINANCE relating to emergency communications; amending Ordinance 126237, which adopted the 2021 Budget; transferring positions from the Seattle Police	Public Safety and Human Services Committee

Department to the Community Safety and Communications Center; and ratifying and confirming certain prior acts.

SEATTLE CITY COUNCIL



Legislation Text

File #: CB 120064, Version: 1		
	CITY OF SEATTLE	

ORDINANCE ______ COUNCIL BILL

AN ORDINANCE appropriating money to pay certain audited claims for the week of April 26, 2021 through April 30, 2021 and ordering the payment thereof.

BE IT ORDAINED BY THE CITY OF SEATTLE AS FOLLOWS:

Section 1. Payment of the sum of \$19,351,810.94 on PeopleSoft 9.2 mechanical warrants numbered 4100455279 - 4100457460 plus manual or cancellation issues for claims, E-Payables of \$128,471.43 on PeopleSoft 9.2 9100009093 - 9100009146 and Electronic Financial Transactions (EFT) in the amount of \$87,779,888.70 are presented for ratification by the City Council per RCW 42.24.180.

Section 2. Payment of the sum of \$54,593,744.30 on City General Salary Fund mechanical warrants numbered 51345539- 51346182 plus manual warrants, agencies warrants, and direct deposits numbered 180001 - 182688 representing Gross Payrolls for payroll ending date April 27, 2021 as detailed in the Payroll Summary Report for claims against the City which were audited by the Auditing Committee and reported by said committee to the City Council May 6, 2021 consistent with appropriations heretofore made for such purpose from the appropriate Funds, is hereby approved.

Section 3. Any act consistent with the authority of this ordinance taken prior to its effective date is hereby ratified and confirmed.

File #: CB 120064, Version: 1

Section 4. This ordinance shall take effect and be in force 30 days after its approval by the Mayor, but if not approved and returned by the Mayor within ten days after presentation, it shall take effect as provided by Seattle Municipal Code Section 1.04.020.

Passed by the City Council the 10th day of May 2021, and signed by me in open session in authentication of its passage this 10th day of May 2021.

		President	of the City Council	
	Approved / returned unsigned / vetor	ed this day of _		2021
		Jenny A. Durkan, Mayor		
	Filed by me this day of		, 2021.	
		Monica Martinez Simmo		
(Seal)				



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: Appt 01908, Version: 1

Appointment of Sharon N. Kioko as member, the Working Group for Performance Auditing.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Anneinte Neme			
Appointee Name:			
Sharon N. Kioko			
Board/Commission Name:			Position Title:
Working Group for Performance Auditing			Member
	City Council Co	nfir	mation required?
Appointment <i>OR</i> Reappointment	⊠ Yes		
	No		
Appointing Authority:	Term of Position	n: *	:
	City Council Co	nfiri	mation
City Council Mayor	to		
Other: Fill in appointing authority	N/A		
Guier. I'm in appearing ductionty			
			term of a vacant position
•	Zip Code:	Cor	ntact Phone No.:
Central District	98144		
Background: Sharon Kioko, a nationally recognized public financial management scholar, is Associate Professor at the Daniel J. Evans School of Public Policy and Governance at the University of Washington. Professor Kioko's research has largely focused on the financial condition of state and local governments, the relevance and significance of financial information in the capital markets, the impact voter initiatives including tax and expenditure limits have on state and their localities. Her work appears in Public Budgeting and Finance, Public Finance Review, National Tax Journal, Journal of Public Administration Theory and Research, and Municipal Finance Journal. Professor Kioko is also two-time recipient of the Jesse Burkhead Award for Best Article published in Public Budgeting and Finance (2012, 2017). Her book Financial Strategy for Public Managers (with Justin Marlowe) is the first openaccess, graduate-level textbook for public financial management. Before joining the Evans School of Public Policy and Governance, Dr. Kioko was an Associate Professor of Public Administration and International Affairs at the Maxwell School of Public Affairs at Syracuse University. She has a B.A. in economics from University of Nairobi (Kenya), a Master of Public Administration and Ph.D. (Public Affairs) from Indiana University – Bloomington and is also a Certified Public Accountant (CPA-Kenya).			
Authorizing Signature (original signature):	Appointing S	igna	atory:
		Andrew J. Lewis	
Croben & Zewis	Councilmember, District 7		
V	Councillie	Je1,	District /
Date Signed (appointed): 4/30/2021			

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

SHARON N. KIOKO

Daniel J. Evans School of Public Policy and Governance University of Washington - Seattle



ACADEMIC APPOINTMENTS

Associate Professor	2015 - present

Daniel J. Evans School of Public Policy and Governance

Managing Editor

Associate Professor	2014 - 2015

Assistant Professor 2008 - 2014

Department of Public Administration and International Affairs

Maxwell School of Syracuse University

Senior Research Associate

Public Budgeting and Finance

Center of Policy Research	2008 - 2015
Maxwell School of Syracuse University	

EDUCATION

Ph.D., Public Affairs

Indiana University, Bloomingto	on, IN	2008
T' 11 T 11 T'	1 D 1 1' D 1' A 1 '	

Fields: Public Finance and Public Policy Analysis

Dissertation Title: "Fiscal Institutions and State Government Fiscal Performance"

Master of Public Affairs (MPA)

Indiana University, Bloomington, IN	2004

Fields: Public Financial Administration and Policy Analysis

Certified Public Accountant (CPA, Kenya - Inactive)

Kenya Accountants and Secretaries National Examination Board	2001
Nairobi, Kenya	

Bachelor of Arts (BA)

University of Nairobi, Nairobi, Keny	7a 1999

Major: Economics Minor: Geography

RESEARCH AND TEACHING INTERESTS

Public budgeting, financial management practices of states and local governments, the municipal bond market, governmental accounting, financial management in not-for-profit organizations

2017 - present

PUBLICATIONS

REFEREED SCHOLARLY WORK

*represents works with current or former doctoral students

- *Kioko, Sharon N., and Pengju Zhang "Impact of Tax and Expenditure Limits (TELs) on Local Government Debt Burdens" Forthcoming. Public Finance Review.
- Moldogaziev, Tima T., **Sharon N. Kioko**, and W. Bart Hildreth. 2017. "Bankruptcy Risk Premium in the Municipal Securities Market" 37(4):47-73. Public Budgeting & Finance.

Recipient of the 2016 Best Paper Award – American Accounting Association (Government and Nonprofit Section - 2016) and the 2017 Jesse Burkhead Award for Best Article published in Public Budgeting and Finance.

- Martell, Christine R, **Sharon N Kioko** and Tima Moldogaziev. 2014. Impact of Unfunded Pension Obligations on Credit Quality of State Governments. *Public Budgeting & Finance* no. 33(3):24-54.
- Ely, Todd, Martell, Christine R. Martell, and **Sharon N. Kioko**. 2013. Determinants of the Credit Rating Fee in the Municipal Bond Market. *Public Budgeting & Finance* 33(1):25-48.
- **Kioko, Sharon N.** 2013. Financial Condition of the States: 2002-2010. Journal of Budgeting, Accounting and Financial Management. 25(1):165-198.
- **Kioko, Sharon N.**, and Christine R. Martell. 2012. "Impact of State-Level Tax and Expenditure Limits (TELs) on Government Revenues and Aid to Local Governments." *Public Finance Review* no. 40 (6):736-766.
- Johnson, Craig L, **Sharon N Kioko**, and W Bartley Hildreth. 2012. Government-wide Financial Statements and Credit Risk. *Public Budgeting & Finance* 32(1):80-104.: **Recipient of the 2012 Jesse Burkhead Award for Best Article published in Public Budgeting and Finance.**
- **Kioko, Sharon N.** 2011. "Structure of State-Level Tax and Expenditure Limits." *Public Budgeting & Finance* no. 31 (2):43-78.
- Kioko, Sharon N., Justin Marlowe, David S. T. Matkin, Michael Moody, Daniel L. Smith, and Zhirong J. Zhao. 2011. Why Public Financial Management Matters. Journal of Public Administration Research and Theory 21 (suppl 1):i113-i124.
- Johnson, Craig L, **Sharon N Kioko**, and Janey Q Wang. 2010. State Government Debt Management: The Forgotten Tool in the Financial Manager's Triage Bag. *Municipal Finance Journal* 31 (1):21-40.
- Pirog, Maureen A, and Sharon N Kioko. 2010. Evaluation of the Education Sector Enhancement Program in Barbados. *International Public Management Journal* 13 (1):72-99.

BOOKS

■ **Kioko, Sharon N.** and Justin Marlowe 2020. "Financial Strategy for Public Managers". 2 edition (Forthcoming)

BOOK CHAPTERS

- **Kioko, Sharon N.** 2015. "Impact of Tax and Expenditure Limits on Local Government Savings Behavior" In *Local Government Budget Stabilization: Explorations and Evidence*. Springer, New York.
- Johnson, Craig L., Sharon N. Kioko, and Maureen A. Pirog. 2012. "Managing in the Era of Digital

Governance: The Expanding Role and Efficacy of E-Government Innovations in US Social Services." *In Digital Democracy: Concepts, Methodologies, Tools, and Applications*, 1292-1313. IGI Global.

NON-PEER REVIEWED ARTICLES

- Johnson, Craig L, Sharon N Kioko, and Yulianti Abbas. 2013. "Tobacco Securitization & Public Spending." 6 Alb. Gov't L. Rev. 21.
- Pirog, Maureen A, Craig L Johnson, Sharon N Kioko, and Laura Jezewski. 2008. "The Expanding Role of E-Government Innovations in U.S. Social Services." Proceedings of the VIII International Scientific Conference "Modernization of Economic and Social Development," sponsored by the Higher School of Economics, Moscow.
- Grønbjerg, Kirsten and Sharon N Kioko. 2003 "Indiana Nonprofit Employment: 2001 Bloomington Metropolitan Area Report"

UNDER REVIEW

*represents works with current or former doctoral students

- *Lofton, Michelle, **and Sharon N. Kioko** "Determinants of Local Government Savings Behavior? Evidence from New York Local Governments" (Revise and Resubmit, Public Budgeting and Finance)
- Mikesell, John, Daniel Mullins, and Sharon N. Kioko "How Does the Depression Designed Retail Sales Tax Cope with the New Economy of the 21st Century? A Tax for the New and a Tax for the Old" (Revise and Resubmit, National Tax Journal)
- ***Kioko, Sharon N.**, and Michelle Lofton "Effectiveness of Balanced Budget Requirements (BBRs) Revisited" (Under Review, Public Finance Review)

WORKING PAPERS

*represents works with current or former doctoral students

- **Kioko, Sharon N.,** "Exploring the Impact of State Credit Quality Changes on Municipal Government Borrowing Costs" (In preparation).
- **Kioko, Sharon N.,** "Bankruptcy Rules and Defaults in the Non GO Bond Market" (In preparation).
- **Kioko, Sharon N**, and Craig L. Johnson "*Reporting on the Financial Sustainability of the States*" (Under revision, preliminary draft available)
- Kioko, Sharon N., Craig L. Johnson, and Tima T. Moldogaziev "The Economic Value of Rating Outlooks
 in the Municipal Securities Market" (Under revision, preliminary draft available)
- **Kioko, Sharon N**, and Craig L. Johnson "Information Relevance of GASB 34 Financial Statements" (Under revision, preliminary draft available)
- **Kioko, Sharon N**, Tima Moldogaziev, and Craig L Johnson "*Relevance of GASB No. 34 Information in the Secondary Municipal Bond Market*" (Under revision, preliminary draft available)

CONFERENCE PRESENTATIONS

- **represents doctoral student presentation
- "Bankruptcy Rules, Defaults, and the Non GO Municipal Bond Market" with Lang Yang
 - Association of Budgeting and Financial Management (September, 2019)
- "Exploring the Impact of State Credit Quality Changes on Municipal Government Borrowing Costs"
 - Association of Budgeting and Financial Management (September, 2019)
 - Association of Budgeting and Financial Management (October, 2018)
- "The Retail Sales Tax in a New Economy" with John Mikesell
 - The Municipal Finance Conference July 2018)
- "State Funding for Washington School Districts" with Olha Krupa
 - Association of Budgeting and Financial Management Conference (October, 2017)
- "Reporting on the Financial Sustainability of the States" with Craig L. Johnson presented at
 - Association of Budgeting and Financial Management Conference (October, 2016)
 - The Federal, State, and Local Budgets in Jeopardy: A Conference on America's Fiscal Future (School of Public and Environmental Affairs, Indiana University Bloomington May, 2015)
- "Testing State Balanced Budget Requirements (BBRs) using information reported in the Comprehensive Annual Financial Reports" with Michelle L. Lofton
 - Association of Budgeting and Financial Management Conference (October, 2016).
 - Western Social Sciences Association meeting (April, 2014).
- "Bankruptcy Risk Premium in the Municipal Securities Market" with Tima Moldogaziev and W. Bart Hildreth.
 - Public Finance Conference Andrew Young School of Policy Studies (May, 2016)
 - Government and Nonprofit Section of the American Accounting Association (March 2015)
 - Municipal Finance Conference Brandeis University and Bond Buyer (August 2014)
 - Association of Budgeting and Financial Management Conference (October, 2013)
- "The Economic Value of Rating Outlooks in the Municipal Securities Market" with Craig L. Johnson and Tima T. Moldogaziev presented at the
 - American Accounting Association Government and Nonprofit Section (March, 2015)
 - Western Social Sciences Association (April, 2015)
 - Municipal Finance Conference Brandeis University and the Federal Reserve Bank of Boston (August 2015)
 - Association of Budgeting and Financial Management Conference (October, 2015)
 - Association of Public Policy Analysis and Management (November, 2015)
- **"Determinants of Local Government Savings Behavior? Evidence from New York Local Governments" with Michele Lofton
 - Association of Budgeting and Financial Management Conference (October, 2014)
- "Impact of Tax and Expenditure Limits (TELs) on Local Government Debt Burdens" with Pengju Zhang
 - **Association of Budgeting and Financial Management Conference (October, 2014)
 - Seminar, Evans School of Public Affairs (November, 2014)
- "Reporting on the Financial Condition of America's Largest Cities" with Craig L. Johnson
 - Association of Budgeting and Financial Management (October, 2014)
- "The Unintended Consequences of Fiscal Institutions: A Review of the Empirical Literature" Invited Presentation
 - Fiscal Rules: A Necessary Evil Conference June 2013).
- "Impact of Rating Outlooks on Borrowing Cost and Municipal Bond Yields" with Craig L. Johnson.
 - Western Social Sciences Conference (2010)
 - Public Management and Research Association Conference June 2013)
 - Martin School of Public Policy and Administration University of Kentucky (September 2013)
- "Information Relevance of GASB 34 Information in the Secondary Municipal Bond Market" with Tima Moldogaziev and Craig L. Johnson.

- Municipal Finance Conference Brandeis University and Bond Buyer (August 2013)
- Department of Public Policy University of Connecticut (April 2013)
- American Accounting Association Government and Nonprofit Section (March, 2013)
- Association of Budgeting and Financial Management (October 2012)

"Underfunded Retirement Systems: Impact on State Government Credit Quality" with Christine Martell and Tima Moldogaziev.

Association of Budgeting and Financial Management (October 2012).

"Information Relevance of the GASB 34 Financial Reporting Model" with Craig L. Johnson.

- Western Social Sciences Conference (April 2012)
- School of Government, University of North Carolina Chapel Hill (2012)

"Unveiling the Mystery of the Credit Rating Agency Fee" with Todd Ely and Christine Martell.

Association of Budgeting and Financial Management (2011)

"Financial Condition of the States 2002 2010" Presented at

- Western Social Sciences Conference (2011)
- University of Colorado at Denver (2011)

"Why Tax and Expenditure Limits are Ineffective Constraints on Spending." Presented at the

- Western Social Sciences Conference (April, 2011)
- Public Management Research Conference June, 2011)

"The Impact of Property Tax Limits on Local Government Borrowing"

- States as Facilitators or Obstructionists of Local Governments Conference (2010)
- Urban Affairs Association (2011)

"Principal Agent Theory, Fiscal Institutions, and the Supply of Municipal Debt" with Craig L. Johnson.

- Association of Budgeting and Financial Management Conference (2009)
- Public Management Research Conference (2009)

Determinants of Borrowing Costs for Public Colleges and Universities in the Municipal Bond Market" with Clorise Harvey.

Association of Budgeting and Financial Management Conference (October, 2009)

The Impact of State Tax and Expenditure Limits on Government Spending

- Center for Policy Research, The Maxwell School (2009)
- Western Social Sciences Association (2009)

TEACHING

University of Washington

Daniel J. Evans School of Public Policy and Governance

- Financial Management and Budgeting
- Nonprofit Financial Management
- Financial Modeling for the Public Sector
- Advanced Public Budgeting
- Capstone Project Seminar

Maxwell School of Syracuse University

Department of Public Administration and International Affairs

- Public Budgeting
- Financial Management for Nonprofit Organizations
- Introduction to Statistics

Indiana University - Bloomington, IN

School of Public and Environmental Affairs (Undergraduate Programs)

- Government Finance and Budgeting
- Financial Management
- Health Care Administration Practicum
- Managing Information Technology

Indiana University – Purdue University, Indianapolis, IN School of Public and Environmental Affairs (Graduate Programs)

Public Finance and Budgeting

DOCTORAL STUDENTS

- **William Wallo**, Daniel J. Evans School of Public Policy and Governance University of Washington Faculty Advisor
- Michelle Lofton, Department of Public Administration and International Affairs Maxwell School of Syracuse University

Faculty Advisor (currently Faculty, School of Public and International Affairs, University of Georgia)

 Pengju Zhang, Department of Public Administration and International Affairs – Maxwell School of Syracuse University

Dissertation Committee (currently Faculty, School of Public Affairs and Administration – Rutgers University, Newark)

• Alfred Yebba, Whitman School of Management – Syracuse University

Dissertation Committee (currently Faculty, School of Management – Binghamton University)

- Martin Luby, School of Public and Environmental Affairs Indiana University
 - Dissertation Committee (currently Faculty, Lyndon B Johnson School of Public Affairs The University of Texas at Austin)
- Naomi Aoki, Department of Public Administration and International Affairs Maxwell School of Syracuse University

Dissertation Committee (currently Faculty, Lee Kuan Yew School of Public Policy – National University of Singapore)

SERVICE TO THE DEPARTMENT/SCHOOL/UNIVERSITY/COMMUNITY

University of Washington

Dean Search, Foster School of Business (2018-2019)

Daniel J. Evans School of Public Policy and Governance

Dean Search, Evans School of Public Policy and Governance (2019-2020)

Reappointment Committee, Karin Martin (2018-2019)

Public Budgeting and Finance Faculty Search (Chair, 2016 -2017)

Research Committee (2018-2019)

Dean Review, Evans School of Public Policy and Governance (2016-2017)

Faculty Council (2016 – 2019)

Nonprofit Management Certificate Program (2016 – 2018)

Curriculum Committee (2015 – 2016)

Admissions Committee (2015-2016)

Department of Public Administration and International Affairs, Maxwell School of Syracuse University

Faculty Advisor – COMPASS (April 2014 – May 2015)

MPA curriculum review committee (April 2014 – May 2015)

MPA committee (September 2013 – May 2015)

Executive committee (2011 – May 2015)

Hiring Committees - Assistant & Associate Professor(s) of Public Management (AY-

2015); Public Budgeting and Finance (AY-2013); Policy Analysis (AY-2013)

Maxwell School of Syracuse University

Secretary, Maxwell Faculty Council (August 2014 – May 2015)

Association of Budgeting and Financial Management

Managing Editor, Public Budgeting and Finance Journal (2017 – present)

Executive Committee Member (Elected 2015, Term 2016 -2019)

Site Selection Committee (2016)

S. Kenneth Howard Award Committee (2012)

KUOW - Puget Sound NPR Radio Station (University of Washington Director, 2018 - to present)

Bill and Melinda Gates Foundation - Seattle, Washington

Financial Statement Analysis Workshop (September, 2016)

Pew Charitable Trusts "Fiscal 50 Project" – Washington D.C.

Financial Sustainability of the 50 States (May, 2015)

Family Works – Family Resource Center and Food Bank (Board Member, 2016 – 2018)

Fayetteville-Manlius A Better Chance Inc. (Board Member, April 2014 – July 2015)

Gifford Foundation - Syracuse, New York

Understanding Nonprofit Financial Statements Workshop June 2013)

REFEREE

Journal of Policy Analysis and Management, Journal of Public Administration Research and Theory, Public Finance Review, Public Budgeting and Finance, Public Works Management & Policy, Policy Studies, State Politics and Policy Quarterly, International Journal of Public Administration

AWARDS

Jesse Burkhead Award for best article published in *Public Budgeting & Finance*, 2017
Best Paper Award – American Accounting Association Government and Nonprofit Section, 2016
Jesse Burkhead Award for best article published in *Public Budgeting & Finance*, 2012
Outstanding Student Achievement Award - Masters in Public Affairs Program, 2004
Outstanding Student Achievement Award- Masters in Public Affairs Program, 2003
Eileen McDavid Fellowship - Masters in Public Affairs Program, 2003
Student Award - Financial Auditing, Certified Public Accountant Examination Board, 2001

PROFESSIONAL MEMBERSHIPS

American Society of Public Administration, Association of Budgeting and Financial Management, International City/County Management Association, American Accounting Association, Government and Non-profit Section of the American Accounting Association

OTHER PROFESSIONAL EXPERIENCE

The World Agroforestry Center – Nairobi, Kenya 2000 – 2001 (formerly, International Center for Agroforestry Research ICRAF)

Accountant

Assisted scientists, program and budget administrators manage individual program expenditures; prepared financial reports for donors; managed payments to creditors; developed a database for all grants received.

Working Group for Performance Auditing

9 Members: Pursuant to Resolution 31941, 7 members subject to City Council confirmation.

- 7 City Council-appointed
- # Mayor-appointed
- Other Appointing Authority-appointed (specify): Ex Officio pursuant to Resolution 31941.

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
						City Council			
	F	N/A	1.	Member	Cheryle Broom	Confirmation	N/A	1	City Council
						City Council			
	F	N/A	2.	Member	LaVonne Griffin-Valade	Confirmation	N/A	1	City Council
						City Council			
	M	4	3.	Member	Shaun Van Eyk	Confirmation	N/A	1	City Council
						City Council			
2	F	4	4.	Member	Sharon N. Kioko	Confirmation	N/A	1	City Council
						City Council			
	M	N/A	5.	Member	Bob Thomas	Confirmation	N/A	1	City Council
						City Council			
	F	?	6.	Member	Lisa Judge	Confirmation	N/A	1	City Council
						City Council			
	M	?	7.	Member	David Jones	Confirmation	N/A	1	City Council
						City Council			
	M	7	8.	Chair	Andrew Lewis	Confirmation	N/A	1	City Council

SELF-	SELF-IDENTIFIED DIVERSITY CHART					(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													
Council	3	3				1							
Other	1	0											
Total	5	3											

Key:

Diversity information is self-identified and is voluntary.

^{*}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



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: Appt 01884, Version: 1

Reappointment of Felix Yushin Chang as member, Community Involvement Commission, for a term to May 31, 2021.

The Appointment Packet is provided as an attachment.

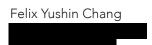


City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: Felix Yushin Chang								
Board/Commission Name: Community Involvement Commission		Position Title: Commissioner						
Appointment OR Reappointment	City Council Con Yes No	firmation required?						
Appointing Authority: City Council Mayor Other: Commission Reappointment	Term of Position: * 6/1/2019 to 5/31/2021 Serving remaining term of a vacant position							
Residential Neighborhood: Capitol Hill	Zip Code: 0 98122	Contact Phone No.:						
Background: Felix Chang is a senior design researcher at Artefact. He collaborates with multidisciplinary teams and coaches industry-leading clients on design thinking to create innovative, socially impactful solutions. Before Artefact, Felix worked at IBM's new design division, where he empowered dozens of product teams and Fortune 500 organizations to gain greater empathy for their users. His research in cognitive psychology at Stanford University examined how virtual reality might help reduce social stigma. His passion for creating positive outcomes for people has led to work with education technology labs at Stanford School of Medicine and Columbia University, invited talks at international conferences including SXSW Interactive, and volunteer and program development work with single mothers and aspiring first-generation college students.								
Authorizing Signature (original signature): Date Signed (appointed):	Appointing Signatory: Christopher Maykut Co-Chair, Community Involvement Commission							

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







EDUCATION

Stanford University

B.A. with Honors in Cognitive Psychology, Spanish Minor

Coursework included: Social Innovation, Social Psychology & Social Change, Human Computer Interaction Design, Programming Methodology

EXPERIENCE

Artefact

Senior Design Researcher and Strategist, Seattle, WA
Design Researcher
(2/2016 - 2/2018)

Human-centered innovation and technology consulting in social impact, healthcare, education, emerging technology, enterprise, and service industries

Delivered a plan to the City of Seattle to help young adults experiencing homelessness secure permanent housing through an assistive program

Identified opportunities for a pharmaceutical company to improve care for underserved patients in developing markets and coordination between medical providers and non-profit foundations

City of Seattle

Co-Chair, Community Involvement Commission (9/2017 - Present)

Advise Seattle's city departments and officials on ways to advance equitable community engagement in Seattle

IBM

Design Researcher, Austin, TX (1/2015 - 12/2015) Associate UX Researcher and Designer, Austin, TX (7/2013 - 1/2015)

Co-led research for a portfolio of 75 cybersecurity products; advocated for users and drove user insights across the portfolio's products and strategy

Instructed 630 executives, engineers, designers, and Fortune 100 clients on how to practice design thinking on their teams by planning and facilitating workshops

Co-created a research resource guide for use by all design researchers at IBM

Conducted ethnographic research on developers to inform the strategy of a new cloud software platform; findings were presented to the company CEO

Stanford Virtual Human Interaction Lab

Student Researcher, Stanford, CA (9/2012 - 6/2013) Research Assistant, Stanford, CA (9/2010 - 6/2011)

Led 100-participant study on how avatars affect social stigma in immersive virtual reality math classrooms; created protocol, collected and evaluated data

VOLUNTEER WORK

mom2mom

Created and piloted a mentorship program for low-income single mothers with young children in Austin, Texas in partnership with a non-profit organization

SKILLS

Strategy + Management

Defining organizational and service opportunities, facilitating multidisciplinary stakeholder alignment

Design + Systems Thinking

Identifying human and systemic challenges through qualitative and quantitative research, helping diverse teams collaboratively develop and prioritize solutions through human-centered methods and technology, and evaluating solution outcomes

Communication + Engagement Public speaking, workshop facilitation, event planning, multimedia production

Technology + Business

Expertise in tech trends and digital innovation; understanding of enterprise software and business models

Language

Fluent in spoken Mandarin Chinese, advanced proficiency in Spanish, working knowledge of HTML5/CSS and JavaScript

AWARDS + HONORS

AIGA Changemakers, 2016 & 2017 Invited to instruct 130 multidisciplinary professionals and 18 non-profits on how to apply design thinking to social challenges related to homelessness and immigration in Seattle

Fast Company, 2017

Published article on how to integrate design research with tech innovation

SXSW Interactive, 2015 Speaker Invited talk on how avatars in virtual reality can shape our health behavior

Stanford University, 2013 Deans' Award for Academic Achievement 1 of 10 recipients in undergraduate student body of 7000

Emmy Awards, 2009 Cultural Affairs + Postproduction

Mid-American Chapter of the High School Student Television Awards

Community Involvement Commission

Sixteen Members: Pursuant to Ordinance 125192, all members subject to City Council confirmation, one – and two-year terms for the initial round of appointments, two-year terms thereafter:

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

Roster April 2021

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By	
				City Council District	Jasmine Aryana	6/1/20	5/31/22	1	City Council	
5	F	1	1.	#1						
				City Council District	Thais Marbles	6/1/19	5/31/21	2	City Council	
2	F	2	2.	#2						
				City Council District	VACANT	6/1/18	5/31/20		City Council	
		3	3.	#3						
2	F	4	4.	City Council District #4	Martha Lucas	6/1/19	5/31/21	1	City Council	
2	М	5	5.	City Council District #5	William H. Southern, Jr.	6/1/20	5/31/22	2	City Council	
	М		6.	City Council District	Chris Maykut	6/1/19	5/31/21	2	City Council	
6	IVI	6	0.	City Council District	VACANT	6/1/20	5/31/22		City Council	
			7.	#7	VACANT	0/1/20	3/31/22		City Council	
				Member At Large	Julie Pham	6/1/19	5/31/21	2	Mayor	
1	F	2	8.							
			9.	Member At Large	VACANT	6/1/20	5/31/22		Mayor	
			10.	Member At Large	VACANT	6/1/19	5/31/21		Mayor	
			11.	Member At Large	VACANT	6/1/20	5/31/22		Mayor	
				Member At Large	Emily Kim	6/1/19	5/31/21	2	Mayor	
1	F	7	12.		,					
			13.	Member At Large	VACANT	6/1/19	5/31/21		Mayor	
1	F	2	14.	Get Engaged Member	Robin Kim	9/1/20	8/31/21	1	Mayor	
1	Г		14.	Commissioner	Felix Yushin Chang	6/1/19	5/31/21	2	Commission	
1	М	3	15.	Commissioner	relix rusillii Cilalig	0/1/19	3/31/21		COMMISSION	
1	F	6	16.	Commissioner	Carol Redfield	6/1/20	5/31/22	2	Commission	

SELF-	-IDEN	ΓIFIED [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	1	5			2				1				1
Council	1	2			1	2			1	1			1
Other					2								
Total	2	7			5	2			2	1			2

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



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: Appt 01885, Version: 1

Reappointment of Carol Redfield as member, Community Involvement Commission, for a term to May 31, 2022.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: Carol Redfield								
Board/Commission Name:		Position Title:						
Community Involvement Commission		Commissioner						
Appointment OR Reappointment	City Council C Yes No	Confirmation required?						
Appointing Authority:	Term of Posit	ion: *						
☐ City Council☐ Mayor☐ Other: Commission	6/1/2020 to 5/31/2022	MII: 55						
	☐ Serving rem	aining term of a vacant position						
Residential Neighborhood: Phinney Ridge/Greenlake	Zip Code: 98103	Contact Phone No.: Business phone # - NOT personal phone #						
focus since 1979 has been predominately oncolor Oncology Service Coordinator-Educator, and Nurstudents and precepting graduate students at SP Older Adult population grew. Carol conducted a dwelling Older Adults whereby the results were gerontology and health policy at the University of Doctor of Nursing Practice (DNP) degree and a Graduate of Control of States of Control of	rse Clinician. W U, oncology clir research involv published. Carc of Utah as a Noo	Thile teaching with undergraduate nursing nical work continued and but interest in the ing nursing students and communityl returned to school in 2015 to re-focus on rda-Hartford Fellow, whereby she gained a						
Carol's current community involvement includes the following: Washington State Senior Citizen's Lobby, Washington Center for Nursing's Transition-to-Practice Subcommittee, Advance Care Planning Facilitator Group (Snohomish County Health Leadership Coalition), Washington State Fall Prevention Program, Hearthstone Retirement Community Board, Aging Options Network and Advisory.								
Statement for Community Involvement Commission, Seattle. I am honored to be part of the City of Seattle's Community Involvement Commission. I hope to bring to the table conversations related to older adult population factors, aging issues, and related health policy items. I believe in sharing information because education can empower, elevate, and move all of us forward towards action and health.								
Authorizing Signature (original signature): 3/5/21 Appointing Signatory: Chris Maykut								

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

	Co-Chair, Community Involvement Commission
Date Signed (appointed):	

CURRICULUM VITAE

Carol Redfield RN, BSN, MN, DNP



ACADEMIC AN 2015-2017	ND PROFESSIONAL EDUCATION (reverse chronologic order) Doctor of Nursing Practice, Gerontology and Health Policy, College of Nursing, University of Utah, Salt Lake City, Utah
2012-2014	Non-matriculated Student, Seattle Pacific University, Seattle, Washington
1981-1983	Master's Degree in Nursing, Oncology Pathway Department of Physiological Nursing, University of Washington, Seattle, Washington
1976-1980	Baccalaureate Degree, Sciences in Nursing, University of British Columbia, Vancouver, British Columbia, Canada
PROFESSIONA	L EXPERIENCE (reverse chronologic order)
2017- Present	Assistant Professor of Nursing, School of Health Sciences, Seattle Pacific University, Seattle, Washington
2017-Present	Advisory Group for WA State Older Adult Fall Prevention Action Plan
2017-Present	Advance Care Planning Facilitator, Snohomish County Health Leadership Coalition
2017-Present	Board, Hearthstone Community Living, Seattle, Washington
2016-Present	Transition-to-Practice Subcommittee Member, Washington Center for Nursing, Seattle, Washington
2015-2017	Noorda-Hartford Fellow, University of Utah, Salt Lake City, Utah
2016 Summer	Fellow, National Council on Aging (NCOA), Washington DC
2015-2017	Affiliate Faulty, Seattle Pacific University, Seattle Washington
2015-2017	LTC Ombudsman, Seattle, Washington
2013-2015	Regular Faculty (0.7 FTE), School of Health Sciences, Seattle Pacific University, Seattle, Washington

2006 – 2013	Fulltime Faculty, School of Health Sciences, Seattle Pacific University, Seattle, Washington
2005 – 2006	Half-time Faculty, School of Health Sciences, Seattle Pacific University, Seattle, Washington
1998 – 2006	Adjunct Faculty, School of Health Sciences, Seattle Pacific University, Seattle, Washington
2013-2016	Medical Oncology Nurse, Swedish Cancer Institute, Seattle Washington
1989 – 2013	Nurse Clinician, Puget Sound Cancer Center, Seattle, Washington (acquisition by Swedish Cancer Institute, Seattle Washington, July 1st, 2013)
1985-1998	Clinical Appointment, Department of Physiological Nursing, University of Washington, Seattle, Washington
1992-1995	Childbirth Educator, Northwest Hospital, Seattle, Washington
1987-1988	Lecturer, Department of Community Health Care Systems, University of Washington, Seattle, Washington
1986-1989	Clinical Nurse Specialist, Everett Hematology-Oncology Clinic, Everett, Washington
1985-1986	Clinical Nurse Coordinator in Medical and Radiation Oncology Outpatient Services, Tumor Institute, Swedish Hospital Medical Center, Seattle, Washington
1983-1985	Clinical Nurse Specialist/Oncology Service Coordinator for Inpatient and Outpatient Units, Riverton Hospital, Seattle, Washington (Committee Involvement: Inservice Education, Professional Recognitions, Medical Ethics, Orientation, Tumor Board, Outpatient Services; Support Group Facilitator in Cancer Support Group and Mastectomy Self-Help Group)
1980-1981	Oncology Staff Nurse, Cancer Control Agency of British Columbia, Inpatient, Vancouver, BC, Canada
1978-1980	Medical-Surgical Staff Nurse, Vancouver General Hospital, Vancouver, BC, Canada

SHORT BIOGRAPHIC RESUME WHILE AT SEATTLE PACIFIC UNIVERSITY (1998-2015)

Responsibilities:

Clinical Instructor and Lecturer: sophomore level then junior level (when school changed from 7 quarter to 6 quarter program) in basic nursing practicum, community health theory (2006-2013), health promotion and assessment, human sexuality (2013), Older Adult Partnership Project (2009-Present). Committee: Junior Team (1989-2015)

Coordinator for Older Adult Partnership Project (2009-2015).

Clinical Instructor: community health practicum and synthesis internship, senior level, Committee: Senior Team (2002-2013)

Community Health Placement Coordinator: assisted Dr. Kathy Stetz while she was on sabbatical (Jan.-Aug, 2006; Nov-Mar, 2012)

Service Learning Experience with Dr. E. Hitchins (2006-2008)

Skills Lab Coordinator (2006-2012): increase skill practice (and staffing) in lab at all levels of simulation (standardized patient, low-, mid-, high-fidelity simulation); help senior nursing students "peer teach" junior students in open skills to enhance collaboration; work with faculty to institute ATI self-learning modules for junior students Fall 2008; work with various vendors to acquire up-to-date equipment and supplies for lab; work with staff nurse 1 day per year at contracted hospital partners to update.

Gero Liaison for SPU with Northwest Coalition for Excellence in Geriatric Nursing Education (2006-2010): attend coalition meetings annually, involved in steering and education committees, implementing goals of gero integration within our university

Curriculum Education Committee (2007-2013): add gero framework to junior practicum curriculum in the beginning of quarter; assist in revamping of curriculum change in junior practicum Fall 2008; obtain more lab practice hours for junior students; evaluating infusing of more simulation labs throughout 6 quarters

Academic Student Affairs Committee (2011-2015): student applications and student affairs Advising students (2007-Present): freshmen, sophomore, transfer and currently enrolled nursing students

Learning Resource Committee (2007-2011)

Conferences and Scholarly Activities: (chronological order)

Video: Eating Healthy for Life, Student Internship Product (2007)

Video: The Good News About Fall Prevention, Student Internship Product (2008)

WIN Conference, Salt Lake City (2009)

Video: Taking Control of Your Future: Tips for Successful Aging, Student Internship product (2011)

WIN Conference, Portland, OR (2012)

Video: Hope for Lifespan Connections: Bridging the Intergenerational Divide (2013)

Research Activities:

SHARE program evaluations analyzed with Dr. Kathy Stetz (2003) OAPP survey analysis with graduate students, under Dr. Susan Casey (2010-2014) Assessing Psychosocial Processes in the Older Adult Partnership Program (2013-2016)

Conferences/Workshops/CE Attended:

Oncology Nursing Society's Annual Congress (2000, 2005)

OCNE Conference, Eugene, WA, (2006)

Infusion of Gerontology Curriculum, (2006)

WCN Conference (P. Benner), Seattle, WA, (2007)

Advancing Gerontological Nursing Innovative Approaches in Practice and Academic Settings (2008)

GNEC Institute, San Diego, (2009)

WIN Conference, Salt Lake City (2009)

Healthier Aging for Wa State (2009)

A Work of Heart: Implementing Excellence in Gerontologic Nursing

Education, PLU (2010)

CDSMP Facilitator Training (2010)

WIN Conference, Portland (2012)

PSONS-Fertility and Cancer (Sept2012)

ONS-Quality Measures: From Development to Practice Change (Sept2012)

Teens and Sex, Chap Clark, Fuller Seminary (Oct2012)

The Future of Nursing leadership and Education by Patricia Benner (Oct 2012) Psi-at-Large Chapter, Celebrating 50 years (Puget Sound region)

Evening Grand Rounds with Michelle Holmes MD, DrPH, MPH (Nov 2012)

ASA and Breast Cancer Survival; Exercise and Breast Cancer Survivorship

Cancer Navigation: Reducing Barriers to Timely Care (CE676 Gannett Education) (Apr 2013)

Working Together for Elder Friendly Futures, UW Gerontology Conference (Sept 2013, Oct 2014)

Washington State Senior Citizens' Lobby Day, Olympia, Washington (Feb 26, 2015)

King County Long Term Care Ombudsman Training (May-June, 2015)

13th Annual Rocky Mountain Geriatrics Conference, "The Aging Brain: Exploring the Intersection of Behavioral and Cognitive Disorders", Salt Lake City (August, 2015)

New Developments on Falls Prevention, Renton, Washington (Oct 15, 2015)

Authentic Partnerships in Dementia Care, University of Washington (Oct 19, 2015)

Urban Institute: Longevity, Washington DC, June 2016

Brookings Institute; Chronic Conditions & Medicare, Washington DC, June 2016

Economic Policy Institute: Social Security Expansion, Washington DC, June 2016

National Academy of Social Insurance, Washington DC, July 2016

AARP Intergenerational Conference, Washington DC, July 2016

Altarum Conference: American Cares, Washington DC, Nov 2016

Washington State Senior Citizens' Fall Conference, Tacoma, Washington (Oct 28, 2015; Oct 27, 2016)

Workshops Attended on Campus:

Teaching 101 by Susan Gallagher from SPU (2005)

"Leaving the Lecturn" small group book discussion (2005)

Fertility Preservation: Options, Challenges, Strategies (2012)

Quality Measures: From Development to Practice Change (2012)

Instructional Technology classes by David Wicks from SPU (2006)

UNFD for faculty (3-day session, 09/2006)

METI training (2 2-day sessions, 2007, 2008, 2010)

Appreciation Inquiry by Trez Buckland from UW (2010)

Discovery-Based Learning Workshop by Sarah E Shannon from UW (2011)

Inclusive Teaching Workshop by Anu Taranath from UW (2011)

Active Learning/Inverted Classroom by Margaret Diddams from SPU (2012)

Academic Innovation Incubator (April 2015)

Universal Design for Instruction (July 2015)

Simulation Conferences attended:

Lake Washington Tech College, Bellevue, WA -Laerdal Simulation Training, (2006)

Clark College, Vancouver, WA – Simulation Set Up, (2007)

Swedish Hospital sponsored by METI, Seattle, WA (2011)

Presentation:

Integrating Gero Content and Interest at Junior and Senior Level Learning at

"Enhancing Gerontological Clinical Experiences", Lake Oswego, OR, May 2008

Students Create Video on Fall Prevention for Older Adults in the Community at WIN Conference, Salt Lake City, UT, April 2009

Students Create Video on Tips to Successful Aging at WIN Conference,

Portland, OR, April 2012

Integrating Intergenerational Interactions: Older Adult Partnership Program at Shoreline Rotary Club meeting, Shoreline, WA, September 2014

Changes Across Social Intergenerational Interaction at 2014 Mentoring Conference (Developmental Networking: Mentoring and Coaching at Work), Albuquerque, NM, October 2014

Changes Across Social Intergenerational Interaction at graduate class (multigenerational concentration), University of Washington School of Social Work, Dr. Karen Fredriksen-Goldsen, Director of Hartford Center, November 2014

Advance Care Planning Skill Acquisition to Ensign Services RN Managers, Salt Lake City, Utah, January 2017

Poster Presentation:

Annual Gerontological Nursing Conference, "Advancing Gerontological Nursing: Innovative Approaches in Practice and Academic Settings", Seattle WA, (2008)

Video on Fall Prevention to Promote Health in Older Adults at WSNA Conference, Seattle, WA, 2009

Intergenerational Interaction to Enhance Aging Wellbeing and Student Learning at WIN Conference, Seattle, WA, 2014

Intergenerational Interaction to Enhance Aging Wellbeing and Student Learning at 2014 Mentoring Conference (Developmental Networking: Mentoring and Coaching at Work), Albuquerque, NM, 2014

Shifts in Aging Attitudes, Knowledge, and Social Goals in Nursing Students at WIN Conference, Anaheim, CA, 2016

Educating LTC RNs on Advance Care Planning at University of Utah Poster Defense, Salt Lake City, UT, 2017

Educating LTC RNs on Advance Care Planning at WIN Conference, Denver, CO, 2017

Projects:

Healthy Eating for Life DVD for Crista Senior Living Facility for in house Chan. 28 . (Synthesis project, June, 2007) Published video.

Fall Prevention DVD for public education. (Synthesis project June 2008) Published video.

Getting to Know an Older Adult video: Dr. Margaret Brand. (Shelved)

Collection of student reflections (data stored) on what they have learned from their residents and patients in junior year.

Student Involvement with KCKC in CDSMP (Synthesis project May 2010)

Older Adult Partnership Project (2009-2015)

Take Control of Your Future: Tips to Successful Aging (Synthesis project June 2011) Published video.

Hope for Lifespan Connection: Bridging the Intergenerational Divide (Synthesis project June 2013) Published video.

Transition-to-Practice Template for non-hospital settings (2016-present, still in progress)

DNP Scholarly Project: Educating Long Term Care Registered Nurses in the Competency Activity of Advance Care Planning (2016-present, dissertation oral and poster defense Mar 2017)

Unpublished:

Thesis: A Descriptive Study of Nurses' Attitudes and Knowledge in Brachytherapy Patient Care (1983)

Published:

WIN Conference Podium Presentation: Students Create Video on Fall Prevention for Older Adults in the Community (2009)

WIN Conference Podium Presentation: Students Create Video on Tips to Successful Aging (2012)

(Paper in Conference Proceeding) Intentional Intergenerational Interaction to Enhance Student Education and Aging Wellbeing (2014)

Shifts in Attitudes, Knowledge, and Social Goals in Nursing Students Following Structured Contacts with Community-Dwelling Older Adults. Journal of Nursing Education. 2016 October. 55(10):569-673.

Community Involvement (reverse chronological):

Advance Care Planning Facilitator, Snohomish County Health Leadership Coalition

(2016-present)

Professional Advisor, Aging Options, Education arm of Life Planning, Washington (2017-present)

Advisory Board Member, Washington State Fall Prevention Program, Washington State Department of Health (2017-present)

Board Member, Hearthstone Retirement Community (2017-present)

Volunteer, Generations to Generations Project, Seattle (2016-present)

Volunteer, Transition-to-Practice Committee, Washington Center for Nursing (2016-present)

Community Member, Senior Citizen Lobby Group, Olympia, WA (2015-present)

Evangelical Chinese Church membership, Sunday School mentorship, Care Ministry (1983-Present)

Board Member, Puget Sound Christian Clinic (2011-2015)

CDSMP Facilitator (2010-2015)

Sigma Theta Tau, member (2012-Present)

Western Institute of Nursing, member (2009-Present)

PSONS (Puget Sound Oncology Nursing Society) (reactivated)

Healthy Aging Partnership, King County (2008-Present)

Participant, Northwest Chapter of the National Gerontological Nursing Association (2015- Present)

Member, Volunteer Health Advocates-Aging Your Way Subcommittee, Senior Services (2014)

Forum on Healthy Aging (It Takes a Village) participant, sponsored by 3in4Need More (2012)

INACSL membership (2010)

Board Member, Urban Impact Community Health Clinic (2009-2010)

Family: Married to Glenn -30 year

Children – Lauren (28), Allison (26), Emily (24), John (21)

Revised 04/09;10/10; 02/12;10/12;12/12; 08/13; 11/13;11/14;10/15;11/16;4/17;5/17;6/20;12/06

Community Involvement Commission

Sixteen Members: Pursuant to Ordinance 125192, all members subject to City Council confirmation, one – and two-year terms for the initial round of appointments, two-year terms thereafter:

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

Roster April 2021

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
				City Council District	Jasmine Aryana	6/1/20	5/31/22	1	City Council
5	F	1	1.	#1					
				City Council District	Thais Marbles	6/1/19	5/31/21	2	City Council
2	F	2	2.	#2					
				City Council District	VACANT	6/1/18	5/31/20		City Council
		3	3.	#3					
2	F	4	4.	City Council District #4	Martha Lucas	6/1/19	5/31/21	1	City Council
				City Council District	William H. Southern, Jr.	6/1/20	5/31/22	2	City Council
2	М	5	5.	#5					
				City Council District	Chris Maykut	6/1/19	5/31/21	2	City Council
6	М	6	6.	#6					
			7.	City Council District #7	VACANT	6/1/20	5/31/22		City Council
				Member At Large	Julie Pham	6/1/19	5/31/21	2	Mayor
1	F	2	8.						
			9.	Member At Large	VACANT	6/1/20	5/31/22		Mayor
			10.	Member At Large	VACANT	6/1/19	5/31/21		Mayor
			11.	Member At Large	VACANT	6/1/20	5/31/22		Mayor
				Member At Large	Emily Kim	6/1/19	5/31/21	2	Mayor
1	F	7	12.						·
			13.	Member At Large	VACANT	6/1/19	5/31/21		Mayor
				Get Engaged	Robin Kim	9/1/20	8/31/21	1	Mayor
1	F	2	14.	Member		-, -, -3	-,, - -	_	
1	М	3	15.	Commissioner	Felix Yushin Chang	6/1/19	5/31/21	2	Commission
1	F	6	16.	Commissioner	Carol Redfield	6/1/20	5/31/22	2	Commission

SELF-	SELF-IDENTIFIED DIVERSITY CHART					(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	1	5			2				1				1
Council	1	2			1	2			1	1			1
Other					2								
Total	2	7			5	2			2	1			2

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



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: Appt 01886, Version: 1

Reappointment of Andrew Haas as member, Design Review Board, for a term to April 3, 2022.

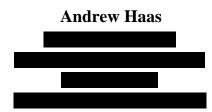
The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: Andrew Haas					
Board/Commission Name: East Design Review Board			Position Title: Local Community Representative		
☐ Appointment <i>OR</i> ⊠ Reappointment	City Council (Yes No	Confir	mation required?		
Appointing Authority: City Council Mayor Other: Fill in appointing authority	Term of Position: * 4/4/2021 to 4/3/2022 □ Serving remaining term of a vacant position				
Residential Neighborhood: Capitol Hill			act Phone No.:		
Background: Mr. Haas works as a Project Manager and Ecolor Tributary Management Plans for fish and aqual previously worked for Snohomish County as Promote Mr. Haas has lived in the Capitol Hill neighborh attending many community meetings including Review. He is well versed on the topic of design submitted very articulate, design related community His educational background includes a MA in pland Bachelor degrees in environmental studies Snohomish Basin Salmonid Recovery Technical stakeholder meetings, which were open to the public meetings.	tic measures in incipal Habitat nood for the pa g those of the F n guidelines an ments to SDCI of bublic administr s and economic l Committee fo e public, so he h	st 25 Pike P d the on pro ration cs. He r a de nas ex	Boundary Settlement Agreement. He ialist. years and is active in the community, ine Conservation District and Design Design Review program and has ejects as a member of the public. If from the University of Washington also served as the Chair of the ecade and their ran monthly extensive experience in the forum of		
Authorizing Signature (original signature):	Appointing Signatory: Dan Strauss City Councilmember				
Date Signed (appointed): 4/27/2021					

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



PROFESSIONAL SERVICES

- Principal watershed ecologist with strong interdisciplinary background in biological and physical sciences, river and estuary restoration, and salmon and aquatic habitat monitoring.
- Project manager with extensive experience managing grants, consultant contracts, restoration projects and budgets.
- ♦ Leader with a decade of experience chairing a watershed committee of scientists from local, state, federal and tribal government.
- Communicator skilled in public speaking and technical writing.

CAREER HISTORY

CITY OF SEATTLE

May 2011 – Present: Senior Capitol Projects Coordinator

- ◆ Project Manager for of the Tributary Management Plan and Integrated Implementation Schedule for all major fish and aquatics measures in the Boundary Settlement Agreement.
- ♦ Biologist overseeing non-native trout eradication and suppression efforts coordinated with native fish supplementation in the Boundary Reservoir tributaries.
- Member of the Bull Trout Recovery Team for the Columbia Headwaters Recovery Unit.

SNOHOMISH COUNTY - Everett, WA

2007- April 2011: Principal Habitat Specialist 1999-2007: Senior Habitat Specialist

- ♦ Lead staff for the 6-member habitat science team.
- ♦ Chair of the Snohomish Basin Salmonid Recovery Technical Committee and lead scientist for development of the Snohomish Basin Salmon Conservation Plan.
- Project manager for:
 - o Snohomish estuary edge enhancement restoration project.
 - o Field's Riffle wetland reconnection project.
 - o Critical area monitoring and adaptive management program.
 - o Snohomish Basin salmon recovery plan monitoring and adaptive management.
 - o Snohomish River pollutant diagnosis and implementation project.
- ♦ Lead biologist for:
 - Smith Island estuary restoration project.
 - o North Meander side-channel reconnection project.
- ♦ Lead/participant in project monitoring including fish utilization at the above mentioned restoration project sites.
- Project partner in the Snohomish Estuary fish utilization study led by NOAA Fisheries and the Tulalip Tribes.
- ♦ Field biologist evaluating fish populations and habitat through snorkel surveys, electrofishing, beach seining, fyke netting, culvert inventory, stream habitat surveys, riparian vegetation surveys, and water quality sampling.
- Member of the Puget Sound Salmon Recovery Adaptive Management Steering Committee.
- Grant writer that has procured over \$3,000,000 to fund habitat restoration, fisheries research and conservation property acquisition.

TULALIP TRIBES - Marysville, WA

1995-1999: Watershed Biologist

- ♦ Managed the development of a watershed-based zoning strategy for the Tulalip Indian Reservation.
- Conducted an analysis of habitat loss and restoration potential in the Snohomish Estuary.
- Conducted shellfish population estimates.
- Inventoried culverts to assess upstream habitat and fish passability.
- Inventoried and monitored stream habitat to identify limiting factors for coho salmon.

EXPERIENCE

PROJECT AND CONSTRUCTION MANAGEMENT

Critical Area Monitoring and Adaptive Management Project

I manage the critical area regulation monitoring and adaptive management program. I was lead in developing the program and writing the monitoring and adaptive management strategy. I hired two staff positions and a consultant to implement the program.

Snohomish Estuary Edge Habitat Restoration Project

I managed a capital construction project to improve rearing habitat for juvenile salmon at two sites along the Snohomish River through the placement of wood. I wrote the grant, tracked the budget, hired a consultant to develop designs, and oversaw project permitting and construction.

Field's Riffle Wetland Reconnection Project

I managed a capital construction project to remove road fill and reconnect a 2.5-acre wetland with the Snohomish River. I managed the budget, obtained permits, and oversaw construction. Smith Island Estuary Restoration Project

I initiated the Smith Island Estuary Restoration project in the Snohomish Estuary and managed it for several years through acquisition, feasibility and preliminary design phases. We hired a full time project manager to oversee it through construction. Once completed it will be one of the largest wetland restoration projects ever completed in Washington.

North Meander Oxbow Reconnection Project – 3 yrs

I initiated the project and managed it through acquisition and development of conceptual designs. I was the lead project biologist through permitting, design and post-project monitoring.

FISHIERIES AND AQUATIC HABITAT MONITORING

Salmon Habitat Monitoring and Adaptive Management

I managed a status and trend monitoring project to evaluate changes in the quality of habitat for Chinook salmon in the Stillaguamish and Snohomish watersheds. Data were gathered on a probabilistic random sampling framework. I am familiar with state, federal, and tribal stream habitat survey protocols.

Salmon Population Modeling

As the lead scientist for development of the Snohomish Basin salmon conservation plan, I worked closely with NOAA Fisheries to evaluate changes in watershed processes and potential salmon population responses from various watershed treatments. We used the SHIRAZ and EDT models. I also estimated Chinook and coho salmon production capacity for the Snohomish River estuary and completed a coho limiting factors analysis in the Stillaguamish watershed.

Restoration Project Effectiveness Monitoring

I have monitored habitat and fish population responses at numerous restoration projects. Monitoring included pre and post project evaluation of habitat conditions and fish species composition, distribution and size.

Snohomish Estuary Fish Utilization Study

For eight years I have assisted NOAA Fisheries and the Tulalip Tribes in evaluating the size, species composition and residence time of juvenile salmon during the outmigration through the Snohomish Estuary. We use beach seines, fyke nets and enclosure traps.

Fish Passage Evaluation

While working for the Tulalip Tribes, I evaluated culverts using WDFW fish passage protocols. I am currently assisting Snohomish County engineers in prioritizing culvert replacement. As a member of the Aquatic Resources Committee for the Jackson project, I have reviewed materials on proposed improvements for fish passage at the diversion dam and the Marsh Creek landslide.

WATERSHED MANAGEMENT AND LEADERSHIP EXPERIENCE

Snohomish Basin Salmonid Recovery Technical Committee

For 9 years I have co-chaired the Snohomish Basin Salmonid Recovery Technical Committee, a team of scientist from local jurisdictions, non-profits, Tribes and state and federal agencies. <u>Jackson Project Aquatic Resources Committee</u>

I was the Snohomish County representative in the settlement process for relicensing of the dam on the Sultan River. I am now a member of the Aquatic Resources Committee overseeing implementation of the license articles.

Puget Sound Monitoring and Adaptive Management Steering Committee

I was recruited by Shared Strategy to participate in the Puget Sound Salmon Recovery Monitoring and Adaptive Management Steering Committee.

EDUCATION

UNIVERSITY OF WASHINGTON – Daniel J. Evans School of Public Affairs

Masters of Public Administration – Public Policy

- Focused coursework and projects on natural resource management and the use of science in environmental policy and adaptive management.
- Relevant coursework included: project management, policy analysis, strategic management, public agency budgeting, advanced public agency budgeting, public speaking, statistics, leadership, mediation, negotiation, managing people, managing organizational change, and managing a diverse workforce.

UNIVERSITY OF WASHINGTON – Environmental Studies Department

Bachelors of Science in Environmental Studies - Watershed Ecology

- Tailored academic program focused on riparian and aquatic ecology.
- Completed a thesis project in the Earth Sciences Department on the role of wood debris in coarse sediment storage in headwater streams under the guidance of Dr. David Montgomery.
- ♦ Relevant coursework included: forestry/fishery interactions, Pacific salmon life histories, fish ecology, fish biology, wetland ecology, wildland hydrology, conservation biology, biogeography, remote sensing techniques in forest resources, forestry, aquatic pollutants, forest ecosystems, geomorphology, hillslope geomorphology, natural resource statistics, natural resource management, natural resource policy, chemistry, biology, physics, and fisheries independent study coho limiting factors in the Stillaguamish River Basin.

UNIVERSITY OF WASHINGTON - Economics Department

Bachelors of Arts in Economics

- Focused on natural resource and environmental economics.
- Relevant coursework included: natural resource economics, environmental economic and public finance.

AWARDS

AMERICAN PLANNING ASSOCIATION HONOR AWARD

Lead scientist for the Snohomish River Basin Salmon Conservation Plan 2004.

SELECT PUBLICATIONS AND TECHNICAL REPORTS

- ♦ Haas, A.D., G. Ahn, B. Dittbrenner, M. Rustay and Kathy Thornburgh. 2010. Snohomish County Critical Area and Shoreline Monitoring and Adaptive Management 2007-2009. Snohomish County Public Works, Surface Water Management Division. Everett, WA.
- ◆ Fresh, K.L., B. Graeber, K. Bartz, J. Davies, M. Ruckelshaus, M. Scheuerell, B. Sanderson, A.D. Haas. 2009. Incorporating spatial structure and diversity into recovery planning for anadromous Pacific salmon populations. Pages 403-428 in Knudsen, E.E., J.H. Michael Jr. (Eds.) Pacific Salmon Environmental and Life History Models: Advancing Science for Sustainable Salmon in the Future. American Fisheries Society, Bethesda, Maryland.
- ♦ Haas, A.D., B. Leif, K. Thornburgh, F. Leonetti, and T. Strandburg. 2007. Snohomish County Critical Area Monitoring and Adaptive Management Plan. Snohomish County Public Works, Surface Water Management Division, Everett, WA.
- ♦ Scheuerell, M.D., R. Hilborn, M.H. Ruckelshaus, K.K. Bartz, K.M. Lagueux, A.D. Haas, and K. Rawson. 2006. The Shiraz model: a tool for incorporating anthropogenic effects and fish-habitat relationships in conservation planning. *Canadian Journal of Fisheries and Aquatic Sciences*. 63:1596-1607.
- ♦ Bartz, K.K., K. Lageuex,, M.D. Scheuerell, T. Beechie, A. Haas, M. Ruckelshaus. 2006. Translating restoration scenarios into habitat conditions: an initial step in evaluating recovery strategies for Chinook salmon (*Oncorhynchus tshawytscha*). *Canadian Journal of Fisheries and Aquatic Sciences*. 63: 1578-1595.
- ♦ Snohomish Basin Salmon Recovery Forum. 2005. Snohomish River Basin Salmon Conservation Plan. Snohomish County Public Works, Surface Water Management Division, Everett, WA.
- ♦ Snohomish Basin Salmonid Recovery Technical Committee. 2004. Snohomish River Basin Ecological Analysis for Salmonid Conservation. Snohomish County Surface Water Management Division, Everett, WA.
- ♦ Collins, B.D., D.R. Montgomery and A.D. Haas. 2002. Historical changes in the distribution and functions of large wood in Puget Lowland rivers. *Canadian Journal of Fisheries and Aquatic Sciences* 59:66-76.
- ♦ Snohomish County Habitat Sciences Group. 2002. Physical Habitat Survey and Monitoring Protocol for Large Rivers. Snohomish County Public Works, Surface Water Management Division, Everett, WA.
- Snohomish County Habitat Sciences Group. 2002. Precision and Repeatability of Wadable Stream Survey Methods. Snohomish County Public Works, Surface Water Management Division, Everett, WA.
- ♦ Haas, A. and B. Collins. February 2001. An Historical Analysis of Habitat Alterations in the Snohomish River Valley, Washington, Since the Mid-19th Century: Implications for Chinook and Coho Salmon. Report prepared for Snohomish County Department of Public Works, Surface Water Management Division and the Tulalip Tribes. Everett and Marysville, WA.
- ♦ Haas, A. 2001. Salmon Habitat Restoration Opportunities in the Snohomish River Valley, Washington. Snohomish County Public Works, Surface Water Management Division Report.
- Pess, G., B. Collins, M. Pollock, T. Beechie, A. Haas, and S. Grigsby. 1999. Habitat Loss and Limiting Factors Analysis in the Stillaguamish Watershed: Implications for Salmon Habitat Restoration. Tulalip Tribes Natural Resources Division Report.

Seattle Design Review Boards - March 2021

42 Design Review Board Members: Pursuant to SMC 23.41.008, all members are subject to City Council confirmation, two-year terms that may be re-appointed to a second term:

- 12 City Council-appointed
- 13 Mayor-appointed
- 15 Joint Mayor and Council appointed
- 2 Mayor appointed per SMC 3.51 (Get Engaged)

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
6	М		1.	Local Residential, DT	Bissen, Matthew	4/4/2021	4/3/2023	1	Mayor/ Council
3	М		2.	Local Community, NE	Castaneda, Manuel	4/4/2021	4/3/2023	1	Mayor
6	М		3.	Development, SW	Rosenstock, Scott	4/4/2020	4/3/2022	2	Mayor
6	F		4.	Business/ Landscape, W	Montressor, Jen	4/4/2021	4/3/2023	2	Mayor/ Council
6	F		5.	Local Residential, SW	Lirman, Johanna	4/4/2021	4/3/2023	1	Mayor
6	F		6.	Business/ Landscape, E	van Geldern, Emily	4/4/2020	4/3/2022	1	Mayor/ Council
9	М		7.	Local Community, SE	Colley, Chris	4/4/2020	4/3/2022	2	Mayor
6	М		8.	Development, SE	Germain, Stewart	4/4/2020	4/3/2022	1	Council
6	М		9.	Local Community, NW	Johnson, Brian	4/4/2020	4/3/2022	1	Council
6	F		10.	Local Business, NW	Bogert, Phoebe Erin	4/4/2021	4/3/2023	2	Mayor/ Council
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6	М		14.	Development, E	Bendix, Chris	4/4/2021	4/3/2023	1	Council
6	М		15.	Development, NE	Gunter, Christian	4/4/2020	4/3/2022	1	Council
1	М		16.	Local Community, SW	Cheng, John	4/4/2020	4/3/2022	2	Council
6	М		17.	Design Professional, NE	Rusler, Dan	4/4/2020	4/3/2022	2	Council
6	F		18.	Design Professional, W	Eckrich, Janell T.	4/4/2021	4/3/2023	1	Council
6	М		19.	Local Community, W	Morefield, John	4/4/2020	4/3/2022	2	Mayor
6	F		20.	Development, DT	Dagliano, Carey	4/4/2021	4/3/2023	1	Council
6	М		21.	Business/ Landscape, SW	Cobb, Patrick	4/4/2021	4/3/2023	1	Mayor/ Council
1	F		22.	Design Professional, SE	So, May	4/4/2021	4/3/2023	2	Council
9	F		23.	Design Professional, NW	Watkins, Adrienne	4/4/2021	4/3/2023	1	Mayor

6	М	24.	Local Community, E	Haas, Andrew	4/4/2021	4/3/2022	2	Council
6	F	25.	Local Residential, NW	Rock, Lauren	4/4/2020	4/3/2022	2	Mayor/ Council
6	М	26.	Local Community, DT	Henderson, Jason	4/4/2020	4/3/2022	1	Mayor
6	F	27.	Development, W	Rattray, Tiffany	4/4/2021	4/3/2023	1	Mayor
6	М	28.	Local Residential, NE	Carter, Timothy	4/4/2021	4/3/2023	2	Mayor/ Council
6	М	29.	Design Professional, DT	Palushock, Ed	4/4/2020	4/3/2022	2	Mayor
6	М	30.	Design Professional, SW	Grainger, Alan	4/4/2021	4/3/2023	2	Mayor/ Council
6	М	31.	Business/ Landscape, SE	Bader, David	4/4/2020	4/3/2022	2	Mayor/ Council
6	М	32.	Local Residential, W	Farkas, Allan	4/4/2021	4/3/2023	1	Mayor/ Council
6	М	33.	Local Residential, E	Cannon, Michael R.	4/4/3021	4/3/2023	1	Mayor/ Council
6	М	34	Local Residential, SE	Maier, Daniel	4/4/2021	4/3/2023	2	Mayor/ Council
6	F	35.	Business/ Landscape, NE	Liss, Katharine	4/4/2020	4/3/2022	1	Mayor/ Council
6	F	36.	Get Engaged	Honig, Margaret	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)
5	F	37.	Local Residential, CA	Khosla, Sharon	4/4/2020	4/3/2022	2	Council
2	F	38.	Local Community, CA	Ingram, Ronquesha	4/4/2020	4/3/2022	1	Mayor
6	М	39.	Design Professional, CA	Floor, Jeffrey	4/4/2020	4/3/2022	2	Council
2	М	40.	Development, CA	Pleasant, Kenny	4/4/2020	4/3/2022	2	Mayor
3	F	41.	Business/ Landscape, CA	Garcia, Ana Cristina	4/4/2020	4/3/2022	1	Mayor/ Council
6	М	42.	Get Engaged	Stein, Connor	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)

New Appointments Re-appointments

Vacant

SELF-I	DENT	IFIED [DIVERSITY	CHART	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Men	Women	Transgender	Unknown	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor	9	6	0	0	0	2	1	0	0	10	0	0	2
Council	8	4	0	0	2	0	0	0	1	9	0	0	0
Joint	9	6	0	0	0	0	1	0	0	14	0	0	0
Total	26	16	0	0	2	2	2	0	1	33	0	0	2

Key:

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



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: Appt 01887, Version: 1

Appointment of Ana Cristina Garcia as member, Design Review Board, for a term to April 3, 2022.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: Ana Cristina Garcia									
Board/Commission Name: Central Area Design Review Board				Position Title: Landscape Design Professional					
Appointment <i>OR</i> Reappointment	nent	Council Con Yes No	firmat	ion required?					
Appointing Authority: Council Mayor Other: Joint Mayor & Council	Date 4/8/2	Appointed: 021	4/4/2 to 4/3/2						
Residential Neighborhood: Magnolia	Zip Co 98199	160	Conta	con required? of Position: * 020 022 ving remaining term of a vacant position of Phone No.: r at Gustafson Guthrie Nichol. Her moving to Seattle, Ms. Garcia was a st, working on corporate landscape and landscape architecture firms in and Latin American studies at a worked as a Teaching Assistant and entory:					
Background: Ms. Garcia is a trained Landscape Architect and works as a Designer at Gustafson Guthrie Nichol. Her work focuses on institutional, corporate, and civic projects. Prior to moving to Seattle, Ms. Garcia was a consultant and design team member at the Office of James Burnett, working on corporate landscape projects, and has additional professional experience at architecture and landscape architecture firms in Massachusetts and Hawaii. Ms. Garcia earned Bachelor of Arts degrees in architectural studies and Latin American studies at Hobart and William Smith Colleges in New York and a Master of Landscape Architecture degree from the Harvard Graduate School of Design. While a student, Ms. Garcia worked as a Teaching Assistant and Teaching Fellow for design, architecture, and teaching courses.									
Jenny A. Durken	<u>=):</u>	Appointing Jenny A. D. Mayor of .	urkan						
Authorizing Signature (original signature	<u>22</u>	Appointin Dan Strau City Cound	ss						

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

ANA CRISTINA GARCIA

EDUCATION

Harvard Graduate School of Design (GSD) Master in Landscape Achitecture May 2018

Hobart and William Smith Colleges (HWS)

Bachelor of Arts May 2014

Majors: Architectural Studies and Latin American Studies

Minor: Studio Art

AWARDS/RECOGNITIONS

Phi Beta Kappa

Senior Architecture Prize for Leadership, Service and Academic Achievement

Honors in Architectural Studies

Eric Cohler Internship and Travel Award

AFFINITY GROUPS

Jubilee Women's Center Seattle, WA Volunteer

Climbers of Color Seattle, WA

Member

Women in Design Cambridge, MA

Member

SKILLS

Languages

English Spanish

Software

Adobe Auto CAD Revit Vectorworks Rhinoceros 3D Grasshopper Lumion Sketch-Up **ArcGIS**



EXPERIENCE

Gustafson Guthrie Nichol (GGN)

Seattle, WA

Designer | July 2018-Present

Design Team member working on institutional, coorporate and civic project. Project Manager for Bellevuew, WA based coorporate tech campus

Office of James Burnett (OJB)

Boston, MA

Consultant | June - Decmeber 2017

Design Team member working on coorporate landscape projects

Reed Hilderbrand LLC

Boston, MA

Intern | Sep 2015-May 2016

Design Team member working on institutional and high-end residential projects

Lemon Brooke Landscape Architecture

Concord, MA

Intern | June-Aug 2015

Complete drawings for schematic and design development in

playground and residential projects

Minatoishi Architects

Honolulu, HI

Intern | June-Aug 2014

Archival research and compilation of official documents for submittal

to the National Register of Historic Places

HWS Arts and Architecture Department

Geneva, NY

Teaching Assistant | Jan-May 2014

Course: 3-D Design

Mentor students in work development

HWS Center for Teaching and Learning

Geneva, NY

Lead Teaching Fellow | Aug 2013-May 2014

Plan and lead training sessions for Teaching Fellows in

various disciplines

HWS Center for Teaching and Learning

Geneva, NY

Architecture Teaching Fellow | Aug 2012-May 2014 Tutor students in cources within the Architectural

Studies curriculum

HWS Arts and Architecture Department

Geneva, NY

Teaching Assistant | Sept-Dec 2012

Course: Arch Design Studio I

Facilitate critiques and student work development

HWS Residential Education

Geneva, NY

Resident Assistant | Aug 2011- May 2014

Program community events in Residential halls

Office of the Mayor | Jun-Aug 2011

Elizabeth, NJ

Co-Supervisor of the Youth Task Force

Community outreach on behalf of the Mayor

Seattle Design Review Boards - March 2021

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6	F		4.	Business/ Landscape, W	Montressor, Jen	4/4/2021	4/3/2023	2	Mayor/ Council
6	F		5.	Local Residential, SW	Lirman, Johanna	4/4/2021	4/3/2023	1	Mayor
6	F		6.	Business/ Landscape, E	van Geldern, Emily	4/4/2020	4/3/2022	1	Mayor/ Council
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6	М	34	Local Residential, SE	Maier, Daniel	4/4/2021	4/3/2023	2	Mayor/ Council
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3	F	41.	Business/ Landscape, CA	Garcia, Ana Cristina	4/4/2020	4/3/2022	1	Mayor/ Council
6	М	42.	Get Engaged	Stein, Connor	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)

New Appointments Re-appointments

Vacant

SELF-I	DENT	IFIED [DIVERSITY	CHART	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Men	Women	Transgender	Unknown	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor	9	6	0	0	0	2	1	0	0	10	0	0	2
Council	8	4	0	0	2	0	0	0	1	9	0	0	0
Joint	9	6	0	0	0	0	1	0	0	14	0	0	0
Total	26	16	0	0	2	2	2	0	1	33	0	0	2

Key:

- *D List the corresponding *Diversity Chart* number (1 through 9)
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- RD Residential Council District number 1 through 7 or N/A



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: Appt 01888, Version: 1

Appointment of Jason Henderson as member, Design Review Board, for a term to April 3, 2022.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: Jason Henderson								
Board/Commission Name:			Position Title:					
Downtown Design Review Board			Local Community Representative					
	City Council	Confir	rmation required?					
Appointment OR Reappointment								
	☐ No							
Appointing Authority:	Term of Pos	ition: '	*					
City Council	4/4/2020							
Mayor	to							
Other: Fill in appointing authority	4/3/2022							
		mainin	g term of a vacant position					
Residential Neighborhood:	Zip Code:		act Phone No.:					
Denny Triangle	98121							
Background: Mr. Henderson is a Development Manager at the William H. Gates III Investment Office, where he is tasked with managing several joint ventures, modeling valuations for all property types, development, and acquisition due diligence, and assisting with strategy, value enhancement, and various property initiatives. Prior to moving to Seattle, he was a Project Manager at Travis Hyde Properties in New York, performing construction, development, acquisition, and asset management duties. Mr. Henderson has worked on different project types and scales, including office, single-family, multifamily, mixed-use, and historic renovation across the country. He additionally has experience presenting proposed development to local historic, public works, and site plan review boards in upstate New York. Mr. Henderson earned a Bachelor of Arts degree in Economics at State University of New York before pursuing a master's degree in professional studies focusing on real estate from Cornell University.								
Authorizing Signature (original signature):	Appointing		ory:					
Jenny A. Durken	Jenny A. Dui							
Jenny " wurken	Mayor of Se	attle						
<i>()</i>								
Date Signed (appointed):								
4/8/2021								

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

Jason Henderson



BMGI (William H. Gates III Investment Office)

Development Manager

Seattle, WA, USA 2016 to Present

- Team member for a diverse \$2bln+ real estate portfolio
- Currently developing:
 - o 50,000 SF mass timber office building in metro Seattle
 - 19-acre mixed-use district project in metro Seattle, first phase containing over
 120,000 SF of commercial, and 250 residential units
 - o 120-acre single and multi-family community in Colorado
- Manages several joint ventures in excess of 20,000 acres
- Models valuations for all property types, development, and acquisition due diligence
- Assists with strategy, value enhancement, and various property initiatives

Travis Hyde Properties

Ithaca, NY, USA

Project Manager

2010 to 2014

- Construction & Development
 - Served as direct project and construction manager for two historic renovation and expansion mixed-use projects in downtown Ithaca
 - o Produced project plans, budgets, and reports for owners and outside agencies
 - o Sourced and managed subcontractors, vendors, materials, and design RFIs
- Acquisitions
 - o Conducted feasibility analyses, discounted cash flow modeling, and due diligence
- Asset Management
 - o Prepared and managed cash flow, leases, capital projects and financial statements for a 22-property, \$100 million multifamily, office, and retail portfolio

EDUCATION

Cornell University

Ithaca, NY, USA

Master's in Professional Studies, Baker Program in Real Estate

2014 to 2016

- Author & Editor, Cornell Real Estate Review
- Teaching Assistant, Real Estate Finance & Investments
- VP of Events, Associate Real Estate Council

State University of New York at Geneseo

Bachelor of Arts, Economics

Geneseo, NY, USA 2006 to 2010

AWARDS AND SKILLS

AFFILIATIONS

1st Place, MIT Real Estate Case Competition 2015
 2nd Place, Austin Real Estate Case Competition 2015
 Argus, Excel Financial Modeling, CoStar, RCA, Sketchup, GIS

Urban Land Institute USGBC, LEED GA Eagle Scout

Seattle Design Review Boards - March 2021

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6	М		3.	Development, SW	Rosenstock, Scott	4/4/2020	4/3/2022	2	Mayor
6	F		4.	Business/ Landscape, W	Montressor, Jen	4/4/2021	4/3/2023	2	Mayor/ Council
6	F		5.	Local Residential, SW	Lirman, Johanna	4/4/2021	4/3/2023	1	Mayor
6	F		6.	Business/ Landscape, E	van Geldern, Emily	4/4/2020	4/3/2022	1	Mayor/ Council
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6	F		10.	Local Business, NW	Bogert, Phoebe Erin	4/4/2021	4/3/2023	2	Mayor/ Council
6	F		11.	Design Professional, E	Gage, Gina	4/4/2021	4/3/2023	1	Mayor
6	М		12.	Development, NW	DiJulio, Penn	4/4/2020	4/3/2022	1	Mayor
6	М		13.	Business/ Landscape, DT	Luoma, Aaron	4/4/2020	4/3/2022	2	Mayor/ Council
6	М		14.	Development, E	Bendix, Chris	4/4/2021	4/3/2023	1	Council
6	М		15.	Development, NE	Gunter, Christian	4/4/2020	4/3/2022	1	Council
1	М		16.	Local Community, SW	Cheng, John	4/4/2020	4/3/2022	2	Council
6	М		17.	Design Professional, NE	Rusler, Dan	4/4/2020	4/3/2022	2	Council
6	F		18.	Design Professional, W	Eckrich, Janell T.	4/4/2021	4/3/2023	1	Council
6	М		19.	Local Community, W	Morefield, John	4/4/2020	4/3/2022	2	Mayor
6	F		20.	Development, DT	Dagliano, Carey	4/4/2021	4/3/2023	1	Council
6	М		21.	Business/ Landscape, SW	Cobb, Patrick	4/4/2021	4/3/2023	1	Mayor/ Council
1	F		22.	Design Professional, SE	So, May	4/4/2021	4/3/2023	2	Council
9	F		23.	Design Professional, NW	Watkins, Adrienne	4/4/2021	4/3/2023	1	Mayor

6	М	24.	Local Community, E	Haas, Andrew	4/4/2021	4/3/2022	2	Council
6	F	25.	Local Residential, NW	Rock, Lauren	4/4/2020	4/3/2022	2	Mayor/ Council
6	М	26.	Local Community, DT	Henderson, Jason	4/4/2020	4/3/2022	1	Mayor
6	F	27.	Development, W	Rattray, Tiffany	4/4/2021	4/3/2023	1	Mayor
6	М	28.	Local Residential, NE	Carter, Timothy	4/4/2021	4/3/2023	2	Mayor/ Council
6	М	29.	Design Professional, DT	Palushock, Ed	4/4/2020	4/3/2022	2	Mayor
6	М	30.	Design Professional, SW	Grainger, Alan	4/4/2021	4/3/2023	2	Mayor/ Council
6	М	31.	Business/ Landscape, SE	Bader, David	4/4/2020	4/3/2022	2	Mayor/ Council
6	М	32.	Local Residential, W	Farkas, Allan	4/4/2021	4/3/2023	1	Mayor/ Council
6	М	33.	Local Residential, E	Cannon, Michael R.	4/4/3021	4/3/2023	1	Mayor/ Council
6	М	34	Local Residential, SE	Maier, Daniel	4/4/2021	4/3/2023	2	Mayor/ Council
6	F	35.	Business/ Landscape, NE	Liss, Katharine	4/4/2020	4/3/2022	1	Mayor/ Council
6	F	36.	Get Engaged	Honig, Margaret	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)
5	F	37.	Local Residential, CA	Khosla, Sharon	4/4/2020	4/3/2022	2	Council
2	F	38.	Local Community, CA	Ingram, Ronquesha	4/4/2020	4/3/2022	1	Mayor
6	М	39.	Design Professional, CA	Floor, Jeffrey	4/4/2020	4/3/2022	2	Council
2	М	40.	Development, CA	Pleasant, Kenny	4/4/2020	4/3/2022	2	Mayor
3	F	41.	Business/ Landscape, CA	Garcia, Ana Cristina	4/4/2020	4/3/2022	1	Mayor/ Council
6	М	42.	Get Engaged	Stein, Connor	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)

New Appointments Re-appointments

Vacant

SELF-I	DENT	IFIED D	DIVERSITY	CHART	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Men	Women	Transgender	Unknown	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor	9	6	0	0	0	2	1	0	0	10	0	0	2
Council	8	4	0	0	2	0	0	0	1	9	0	0	0
Joint	9	6	0	0	0	0	1	0	0	14	0	0	0
Total	26	16	0	0	2	2	2	0	1	33	0	0	2

Key:

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



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: Appt 01889, Version: 1

Appointment of Ronquesha Ingram as member, Design Review Board, for a term to April 3, 2022.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name:								
Ronquesha Ingram								
Board/Commission Name:			Position Title:					
Central Area Design Review Board			Local Community Representative					
	City Council	Confir	rmation required?					
Appointment <i>OR</i> Reappointment	Yes No							
Appointing Authority:	Term of Pos	ition:	*					
City Council	4/4/2020							
Mayor	to							
Other: Fill in appointing authority	4/3/2022							
	⊠ Servina re	mainin	g term of a vacant position					
Residential Neighborhood:	Zip Code:		act Phone No.:					
Atlantic	98144							
Background:		I.						
Ms. Ingram previously worked as an Administrative Assistant with Seattle CARES Mentoring Movement, supporting the City of Seattle's Our Best Black Male Achievement campaign. She was previously an Immigration Law Consultant at Boundless in Seattle and an Immigration Paralegal at the Law Offices of								
Dayne Kelly in North Carolina. Ms. Ingram has experience in housing and land development, previously working in the multifamily leasing industry where she served as a Leasing Manager and as an Interim Assistant General Manager at Campus Advantage in North Carolina. She has service experience with community sweat equity initiatives, including volunteering with Habitat for Humanity to build homes and helping renovate and restore a derelict structure into a community church. Ms. Ingram attended the University of North Carolina at Chapel Hill.								
Authorizing Signature (original signature):	Appointing		ory:					
A 0. L	Jenny A. Dui	rkan						
Jenny A. Durken	Mayor of Se	attle						
[<i>(</i>] (]								
Date Signed (appointed): 4/8/2021								

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

EXPERIENCE

Seattle CARES Mentoring Movement, Seattle, WA — Admin Assistant

June 2017 - April 2020

Worked as admin assistant to support the Executive Director in onboarding new project with Mayor Durkin and City of Seattle's Our Best Black Male Achievement Campaign.

Boundless, Seattle, WA — *Immigration Law Consultant*

March 2017 - June 2017

Acted as content writer, paralegal, and immigration consultant for tech team. Employed project management skills to build the Customer Support section of the product. Boundless is an immigration startup based out of Pioneer Square Labs.

Law Offices of Dayna Kelly, Chapel Hill, NC — *Immigration Paralegal*

May 2015 - January 2017

Fulfilled duties of paralegal, executive administrative assistant, case manager, and performed regular website maintenance. Worked to build positive relationships with large immigrant population and key affiliate organizations.

Campus Advantage, Chapel Hill, NC — Leasing Manager, Interim Assistant General Manager

May 2012 - March 2015

Managed leasing team of 4 college students in student housing for international graduate students and researchers. Led team to win national award for highest Resident Retention. Developed partnership and networking marketing strategies with key affiliates. Increased resident retention by 30% over 2 years. Learned conversational Chinese, Spanish, and Portuguese.

EDUCATION

SYSTEMS

Microsoft Office Suite

Adobe Acrobat

Law Logix

OneSite

Atlassian

Google Docs Suite

Professional Projects

Quirktastic.co - Media outlet for young millennials of color

Sivaraman Law -Immigration law firm

IMG Taskforce - Employment Immigration organization

Liberation and Divine
Healing Outreach Ministries
- Religious organization

References

Upon Request

University of North Carolina at Chapel Hill, Chapel Hill, NC

August 2006 - May 2009

Northern Nash High School, Nashville, NC — *High School Diploma*

August 2002 - May 2006

Seattle Design Review Boards - March 2021

42 Design Review Board Members: Pursuant to SMC 23.41.008, all members are subject to City Council confirmation, two-year terms that may be re-appointed to a second term:

- 12 City Council-appointed
- 13 Mayor-appointed
- 15 Joint Mayor and Council appointed
- Mayor appointed per SMC 3.51 (Get Engaged)

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
6	М		1.	Local Residential, DT	Bissen, Matthew	4/4/2021	4/3/2023	1	Mayor/ Council
3	М		2.	Local Community, NE	Castaneda, Manuel	4/4/2021	4/3/2023	1	Mayor
6	М		3.	Development, SW	Rosenstock, Scott	4/4/2020	4/3/2022	2	Mayor
6	F		4.	Business/ Landscape, W	Montressor, Jen	4/4/2021	4/3/2023	2	Mayor/ Council
6	F		5.	Local Residential, SW	Lirman, Johanna	4/4/2021	4/3/2023	1	Mayor
6	F		6.	Business/ Landscape, E	van Geldern, Emily	4/4/2020	4/3/2022	1	Mayor/ Council
9	М		7.	Local Community, SE	Colley, Chris	4/4/2020	4/3/2022	2	Mayor
6	М		8.	Development, SE	Germain, Stewart	4/4/2020	4/3/2022	1	Council
6	М		9.	Local Community, NW	Johnson, Brian	4/4/2020	4/3/2022	1	Council
6	F		10.	Local Business, NW	Bogert, Phoebe Erin	4/4/2021	4/3/2023	2	Mayor/ Council
6	F		11.	Design Professional, E	Gage, Gina	4/4/2021	4/3/2023	1	Mayor
6	М		12.	Development, NW	DiJulio, Penn	4/4/2020	4/3/2022	1	Mayor
6	М		13.	Business/ Landscape, DT	Luoma, Aaron	4/4/2020	4/3/2022	2	Mayor/ Council
6	М		14.	Development, E	Bendix, Chris	4/4/2021	4/3/2023	1	Council
6	М		15.	Development, NE	Gunter, Christian	4/4/2020	4/3/2022	1	Council
1	М		16.	Local Community, SW	Cheng, John	4/4/2020	4/3/2022	2	Council
6	М		17.	Design Professional, NE	Rusler, Dan	4/4/2020	4/3/2022	2	Council
6	F		18.	Design Professional, W	Eckrich, Janell T.	4/4/2021	4/3/2023	1	Council
6	М		19.	Local Community, W	Morefield, John	4/4/2020	4/3/2022	2	Mayor
6	F		20.	Development, DT	Dagliano, Carey	4/4/2021	4/3/2023	1	Council
6	М		21.	Business/ Landscape, SW	Cobb, Patrick	4/4/2021	4/3/2023	1	Mayor/ Council
1	F		22.	Design Professional, SE	So, May	4/4/2021	4/3/2023	2	Council
9	F		23.	Design Professional, NW	Watkins, Adrienne	4/4/2021	4/3/2023	1	Mayor

6	М	24.	Local Community, E	Haas, Andrew	4/4/2021	4/3/2022	2	Council
6	F	25.	Local Residential, NW	Rock, Lauren	4/4/2020	4/3/2022	2	Mayor/ Council
6	М	26.	Local Community, DT	Henderson, Jason	4/4/2020	4/3/2022	1	Mayor
6	F	27.	Development, W	Rattray, Tiffany	4/4/2021	4/3/2023	1	Mayor
6	М	28.	Local Residential, NE	Carter, Timothy	4/4/2021	4/3/2023	2	Mayor/ Council
6	М	29.	Design Professional, DT	Palushock, Ed	4/4/2020	4/3/2022	2	Mayor
6	М	30.	Design Professional, SW	Grainger, Alan	4/4/2021	4/3/2023	2	Mayor/ Council
6	М	31.	Business/ Landscape, SE	Bader, David	4/4/2020	4/3/2022	2	Mayor/ Council
6	М	32.	Local Residential, W	Farkas, Allan	4/4/2021	4/3/2023	1	Mayor/ Council
6	М	33.	Local Residential, E	Cannon, Michael R.	4/4/3021	4/3/2023	1	Mayor/ Council
6	М	34	Local Residential, SE	Maier, Daniel	4/4/2021	4/3/2023	2	Mayor/ Council
6	F	35.	Business/ Landscape, NE	Liss, Katharine	4/4/2020	4/3/2022	1	Mayor/ Council
6	F	36.	Get Engaged	Honig, Margaret	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)
5	F	37.	Local Residential, CA	Khosla, Sharon	4/4/2020	4/3/2022	2	Council
2	F	38.	Local Community, CA	Ingram, Ronquesha	4/4/2020	4/3/2022	1	Mayor
6	М	39.	Design Professional, CA	Floor, Jeffrey	4/4/2020	4/3/2022	2	Council
2	М	40.	Development, CA	Pleasant, Kenny	4/4/2020	4/3/2022	2	Mayor
3	F	41.	Business/ Landscape, CA	Garcia, Ana Cristina	4/4/2020	4/3/2022	1	Mayor/ Council
6	М	42.	Get Engaged	Stein, Connor	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)

New Appointments Re-appointments

Vacant

SELF-I	DENT	IFIED [DIVERSITY	CHART	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Men	Women	Transgender	Unknown	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor	9	6	0	0	0	2	1	0	0	10	0	0	2
Council	8	4	0	0	2	0	0	0	1	9	0	0	0
Joint	9	6	0	0	0	0	1	0	0	14	0	0	0
Total	26	16	0	0	2	2	2	0	1	33	0	0	2

Key:

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



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: Appt 01890, Version: 1

Appointment of Chris Bendix as member, Design Review Board, for a term to April 3, 2023.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: Chris Bendix								
Board/Commission Name: East Design Review Board			Position Title: Development Professional					
Appointment OR Reappointment	Yes	Confir	rmation required?					
Appointing Authority: City Council Mayor Other: Fill in appointing authority	4/4/2021 to 4/3/2023	Term of Position: * 4/4/2021 to						
Residential Neighborhood: Columbia City	Zip Code: 98118	Conta	act Phone No.:					
Background: Mr. Bendix is a project developer at Mercy Hou affordable mixed-use and multifamily housing of worked in the roles of Associate Project Development. The duties Mr. Bendix is responsible for development, construction management, finan Mr. Bendix earned a Bachelor of Arts degree in of City and Regional Planning at the University of National Development Council Certified Rental	levelopments per and Projec or include fina cial closing, le philosophy at of North Carol	in and et Assis ncial a ase-up Whitn ina at	I around Seattle. He has previously stant before his promotion to this inalysis, site selection, design o, and financial conversion. The man College before earning a Master Chapel Hill. Additionally, he is a					
Authorizing Signature (original signature):	Appointing S	Signate	ory:					
Dan Stranss	City Counciln	nembe	er					

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

Chris Bendix

Affordable housing developer creating welcoming, sustainable homes that enhance quality of life and bring communities together.

Core Competencies

- o Real Estate development
- o Design Coordination
- o Public funding and RFP preparation
- o Real Estate and Tax Credit Financing

- o Construction management
- o Services-enriched housing
- o Project management and closeout
- o Real estate closings and due diligence

Master of City and Regional Planning; The University of North Carolina at Chapel Hill

B.A., **Philosophy**; Whitman College

Selected Work History

Project Developer, Mercy Housing Northwest; Seattle, WA (November 2020 – Present)

- O Independently leading complex publicly funded multifamily affordable housing projects throughout western Washington, including financial analysis, site selection, design development, construction management, financial closing, lease-up, and financial conversion
- O Developed and implemented cost-effective design initiative to reduce construction cost and complexity and delivery more units of affordable housing
- O Revamped handoff process between real estate development and property management

Associate Project Developer, Mercy Housing Northwest; Seattle, WA (February 2020 – November 2020)

- O Led components of multiple new construction and rehab real estate projects including design, financing, construction, handoff to management, and closeout
- O Leading public funding applications for projects in Snohomish County and Bellingham, WA
- O Construction cost analysis and cost-efficient design development
- O Project operations efficiency analysis and underwriting
- O Supporting team of six affordable housing development professionals

Project Assistant II, Mercy Housing Northwest; Seattle, WA (February 2019 – February 2020)

- O Leading pre-development and project pipeline activities including financial feasibility analysis, site capacity/constraints, preliminary design, public funding opportunities
- O Construction management on two projects with capital budgets in excess of \$40 million
- O Stabilization and financial conversion of 148 unit mixed use multi-family affordable housing property with three types of tax credit financing, state and local investment, and philanthropy

Project Assistant, Mercy Housing Northwest; Seattle, WA (February 2018 – February 2019)

- Provides expert technical assistance for predevelopment, public funding, design, construction management, and project close-out of affordable rental housing throughout Western Washington
- O Close collaborator on affordable rental housing capital projects including new construction, historic adaptive re-use, and rehabilitation budgets ranging from over \$70 million to less than \$1 million.

Additional Accomplishments:

NDC certified Rental Housing Development Professional; Winner: Best Master's Project for Housing and Community Development (May, 2017); Winner: Outstanding Project, ASLA Southeast Regional Conference (May, 2017); Winner: North Carolina State University Design Week (January, 2017) Honorable Mention: Urban Ideas Competition, ULI Carolinas (March, 2017); Editor: Carolina Planning Journal; NCAA Athlete and Captain

Seattle Design Review Boards - March 2021

42 Design Review Board Members: Pursuant to SMC 23.41.008, all members are subject to City Council confirmation, two-year terms that may be re-appointed to a second term:

- 12 City Council-appointed
- 13 Mayor-appointed
- 15 Joint Mayor and Council appointed
- 2 Mayor appointed per SMC 3.51 (Get Engaged)

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
6	М		1.	Local Residential, DT	Bissen, Matthew	4/4/2021	4/3/2023	1	Mayor/ Council
3	М		2.	Local Community, NE	Castaneda, Manuel	4/4/2021	4/3/2023	1	Mayor
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6	М		9.	Local Community, NW	Johnson, Brian	4/4/2020	4/3/2022	1	Council
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6	F	27.	Development, W	Rattray, Tiffany	4/4/2021	4/3/2023	1	Mayor
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6	М	29.	Design Professional, DT	Palushock, Ed	4/4/2020	4/3/2022	2	Mayor
6	М	30.	Design Professional, SW	Grainger, Alan	4/4/2021	4/3/2023	2	Mayor/ Council
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6	F	35.	Business/ Landscape, NE	Liss, Katharine	4/4/2020	4/3/2022	1	Mayor/ Council
6	F	36.	Get Engaged	Honig, Margaret	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)
5	F	37.	Local Residential, CA	Khosla, Sharon	4/4/2020	4/3/2022	2	Council
2	F	38.	Local Community, CA	Ingram, Ronquesha	4/4/2020	4/3/2022	1	Mayor
6	М	39.	Design Professional, CA	Floor, Jeffrey	4/4/2020	4/3/2022	2	Council
2	М	40.	Development, CA	Pleasant, Kenny	4/4/2020	4/3/2022	2	Mayor
3	F	41.	Business/ Landscape, CA	Garcia, Ana Cristina	4/4/2020	4/3/2022	1	Mayor/ Council
6	М	42.	Get Engaged	Stein, Connor	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)

New Appointments Re-appointments

Vacant

SELF-I	DENT	IFIED [DIVERSITY	CHART	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Men	Women	Transgender	Unknown	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracia
Mayor	9	6	0	0	0	2	1	0	0	10	0	0	2
Council	8	4	0	0	2	0	0	0	1	9	0	0	0
Joint	9	6	0	0	0	0	1	0	0	14	0	0	0
Total	26	16	0	0	2	2	2	0	1	33	0	0	2

Key:

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



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: Appt 01891, Version: 1

Appointment of Matthew Bissen as member, Design Review Board, for a term to April 3, 2023.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name:											
Matthew Bissen											
Board/Commission Name:				Position Title:							
Downtown Design Review Board				Local Residential Representative							
		Council Con	firmat	ion required?							
Appointment OR Reappoint	ment	X Yes									
		No									
Appointing Authority:	Date A	Appointed:	Term	of Position: *							
Council	4/8/20	021	4/4/2	021							
Mayor			to								
Other: Joint Mayor & Council			4/3/2	023							
			□ Ser	ving remaining term of a vacant position							
Residential Neighborhood:	Zip Co	de:		act Phone No.:							
Downtown	98101		Conte								
Background:											
Mr. Bissen is a Registered Architect and Senior Project Designer at Integrus Architecture where he is the											
Lead Designer on civic and educational p			•	_							
Design and Research at McGranahan Arc	-	•									
Architects in New York City.											
•											
Mr. Bissen's education includes a Bachel	or of Ar	ts degree in	archite	ectural studies from the University of							
Washington, a Master of Architecture de	gree fr	om Parsons	in New	York, and a Master of Philosophy							
degree in geography from City University	of Nev	v York. He h	as addi	itionally completed a Sustainable							
Design Advisor certificate and a Construc	tion M	anagement (certific	ate. Mr. Bissen has served as							
academic faculty at multiple institutions,	includi	ng the Unive	ersity o	of Washington, Parsons, and Hunter							
College, teaching design, planning, and s	tudio c	ourses.									
Authorizing Signature (original signature	e):	Appointin	g Signa	atory:							
θ 10 $^{\circ}$		Jenny A. D									
Jenny 4. Wurken	ر	Mayor of :	Seattle								
Authorizing Signature (original signature	e):	Appointin	g Signa	atory:							
		Dan Strau		•							
		City Counc	ilmem	ber							
Jan Othan	22										

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

Matthew Bissen, AIA



Registered Architect Washington State New York State

EDUCATION

City University of New York

New York City, 2013

Geography – Master of Philosophy

The Graduate Center - Earth and Environmental Sciences Research: How communities appropriate space and the environment to generate urban transformation and social empowerment.

Parsons The New School for Design New York City, 2009 **Architecture** – Master of Architecture

Honor Award: Outstanding Academic Performance

Thesis: How education institutions and urban spatial configurations can support links between disparate cultures toward mutual support.

Seattle Central Community College Seattle, 2003 **Sustainable Design Advisor** – Certificate

University of Washington Seattle, 1999 **Construction Management** – Certificate

University of Washington Seattle, 1996 Architectural Studies - Bachelor of Arts

PROFESSIONAL EXPERIENCE

Integrus Architecture Seattle, 2020 - current **Architect, Senior Project Designer**

Lead Project Design and Project Teams. Support and mentor teams across the design studio & develop strategic firm design and research initiatives.

Lead Designer: Civic and Education projects.

McGranahan Architects Tacoma, 2014 - 2020 Architect, Director of Design & Research

Lead Project Design and Project Teams. Support and mentor team across the design studio & develop strategic firm design and research initiatives. Focus is placed on design excellence and rigor in design & representation methods.

Lead Designer: Timberline MS - Redmond, Stanwood HS & Stanwood Alternative Learning Center - Stanwood, West Woodland ES - Seattle.

Ennead Architects (formerly Polshek Partnership) New York City, 2007 - 2011 **Architect**

Lead Project Architect: Cincinnati Music Hall Revitalization.

Team Leader: Weill Cornell Medical College Belfer Research Building - Lab Floor Design. Construction Administration Support: Westchester Community College Gateway Center.

McGranahan Architects Tacoma, 2004 - 2006 **Architect**

Lead Designer: Pierce College - Ft. Stellicoom Library & Theater, Coupeville High School. Project Architect: Bates Technical College - South Campus Academic Building. Responsibility included: design, systems development, project coordination, and detailing.

Heery International Seattle, 2002 - 2004 Job Captain

Lead Designer-Job Captain: Griffin K-8 School Modernization and Addition. Responsibilities included: design, client relations, project coordination, and construction administration.

PROFESSIONAL EXPERIENCE (con't)

Johnston Architects

Job Captain

Seattle, 2000 - 2002 Design-Project Development Experience: Libraries and institutional projects including:

Capitol Hill Library and the S'Klallam Tribe Long House/Cultural Center.
Responsibilities included: design, specification writing, and project coordination.

Taylor Construction

Field Engineer

Seattle, 1998 - 2000 Site experience on Qwest telecommunications facility additions and construction of an

107 unit mixed-use housing project.

Responsibilities included RFI issuance and review, shop drawing review, construction detailing,

and subcontractor coordination.

Driscoll Architects Seattle, 1996 - 1998 Intern

 $Project\ development\ experience\ including\ design\ development, drafting, permit\ submittal$

coordination, and construction document development.

ACADEMIC EXPERIENCE

University of Washington

Part Time Faculty

Seattle, Fall 2016 - current Design Drawing III - undergraduate (w/ Kailin Gregga)

Winter 2021 Collaboration Design Studio - undergraduate (w/ AnnMarie Borys)

Re-Building Community: Central Area Inter generation Center

Spring 2018 & Winter 2019

Winter 2019 Architecture & Landscape Theory Seminar - graduate
Winter 2019 Interdisciplinary Design Studio - graduate (w/ Gundul:

Interdisciplinary Design Studio - graduate (w/ Gundula Proksch & Jeff Hou)
The Right to the City - Social Justice along the Jackson Street Corridor

Parsons The New School for Design

Adjunct Faculty

New York City, Spring 2013 - 2014

Design & Nature - Seminar

Fall 2012 - 2013

History of World Architecture I: Prehistory through the Renaissance - Lecture

Spring 2010 - 2013 & Fall 2013

Space, Design & The Everyday - Seminar

Fall 2010 & 2012 & Spring 2014

On Walking: Design & Perception in the Urban Landscape - Seminar

Hunter College - CUNY

- CUNY Adjunct Faculty

New York City, Spring 2014

Urban Planning/Design - Masters Studio (w/ Richard Bass)

Western Queens Technology Zone Plan

Fall 2012 Urban Studies - Undergraduate Studio

The Bronx River "A Watershed Moment"

Spring 2012

Urban Planning/Design - Masters Studio (w/ Richard Bass)

NYC - Comprehensive Housing Plan - "Where Will We Live?"

Fall 2011

Urban Planning/Design - Masters Studio (w/ Pablo Vengoechea)

Memorial District Plan - Nieuw Harlem African Burial Ground

Fall & Spring 2011 - 2013

Introduction to Urban Studies: City Life - Undergraduate Lecture

Parsons The New School for Design

Teaching Assistant

New York City, 2009

Space, Design & Everyday Practice (Jilly Traganou)

2008 Summer Studies in Architecture (Eva Perez de Vega)

Modern & Post Modern Architecture (Joanna Merwood-Salisbury)

Nature In Environment (Dillip de Cunha)

2007 Issues and Practices in Architecture (Jean Gardner)

The New School New York City, June 2009 Research Assistant

Research in support of principle investigators Brian McGrath & Adriana Abdenur

The New School & Ironbound Community Corporation

SERVICE

University of Washington Review Critic Seattle, 2020 Graduate Research & Design Studio (Gundula Proksch) Community Design Studio (AnnMarie Borys) 2015-19 Masters Thesis Sudio (Rick Mohler, et. al.) 2015-17 Masters Thesis Prep Seminar (Sharon Sutton) 2014-15 Architecture Studio Critic (Sharon Sutton, et. al.) Inglemoor HS Review Critic Kenmore, Fall 2015 Senior Design & Technology Program (Mike Wierusz) University of Washington Integrated Studio Critic Seattle, Fall 2014 Architecture Masters Thesis Studio semester long integrated design review critic and thesis development support (Gundula Proksch, et. al.) The New School Faculty - New Student Orientation New York, Fall 2011 - 2013 Faculty member - "Experience + Meaning" orientation course for incoming undergraduates. The course is intended to introduce students to New York City and the intellectual community at The New School. The Graduate Center - CUNY **Elections Committee** New York . 2012 - 13 Student Representative on the Earth and Environmental Science Department Student Election Committee Occupy University Organiser & Faculty New York . 2011 - 2014 Collaborated to develop Horizontal Pedagogy approaches to learning. Developed and facilitated a serious of public walks in New York City. The Free University - NYC Organiser & Faculty New York . 2012 - 2014 Developed space based open learning environments in public spaces. Utilizes a re-engagement of the commons to rethink the relationship between the public and education toward a liberation learning model. Journal of Design History Article Manuscript Peer Reviewer 2011 - 2020 Pratt Institute **Review Critic** New York City, 2012 Architecture Studio Critic (Carlos Arnaiz) Columbia University **Review Critic** New York City, 2012 - 2013 Urban Design Studio Critic (Sandro Marpillero, et. al.) Parsons The New School for Design **Review Critic** New York City, 2012 -13 Architecture Summer Studio Critic (Eva Perez De Vega) Materiality and Intentions (Ed May) Programming, Concept and Representation (Eva Perez De Vega) 2011 Nature, Culture and Design (Jean Gardner) 2010 - 2012 Urban Visualization and Mapping (Liz Barry) 2010 Drawing Interiors I:3D (Jon Schram) NYC: Greatest Suburb on Earth? (Adriana Young) 2009 Urban Design Studio Critic (Brian McGrath) Architecture Summer Studio Critic (Gundula Proksch) 2008 Architecture Summer Studio Critic (Eva Perez De Vega) Architecture Studio Critic (Gundula Proksch) 2006 Construction Technology Seminar (Jim Garrison) University of Washington Review Critic Seattle, 2001 - 2003 Architecture Studio Critic (Frank Ching) University Heights Center for the **Board President** Community Development of historic building renovation and fund-raising plan. Seattle, 1996 - 1999 University of Washington Curriculum Committee Seattle, 1994 - 1996 Undergraduate Student Representative

PUBLICATION

Out of the Ruins

Co-Author

Co-Author

London, 2017

"Out of the Ruins: The Emergence of New Radical Learning Spaces" (eds. R. Haworth & J. Elmore) Book Chapter: "What is Horizontal Pedagogy?"

NANO

Guest Editor & Author

New American Notes Online New York City, 2014 Editor: Special Edition on Narratives & Cartography in NANO in conjunction with a sister edition in The Cartography Journal. With eds. Laurene Vaughan, Sebastien Caquard, and Bill Cartwright Article: "Walking the Everyday"

Environment and Planning D

Society and Space Toronto, 2012 Article: "Contours of a Spatialized Influence: A Tribute to Neil Smith"

Searching for True New York City, 2009 **Design** "Searching for True: Cutler Anderson Architects" (author Beth Wheeler)

Cited for role as job captain on the Capitol Hill Library, Seattle - Design Team.

Statics and Strengths

Photography

New York City, 1999 "Statics and Strengths of Materials and Building Construction," (author Barry Onouye)

Various illustrative photographs of building technologies.

PRESENTATION - LECTURE

Cube Edutours

Discussion - Interview

Karachi, 2020 "A Walking Practice"

Guest in Cube Edutours/Community Engagement & Design Sessions (Zain Mustafa)

University of Washington

Lecture

Seattle, 2018 "Critical Architecture & Landscape Theory"

Guest Lecture in Architecture Theory (Brian McLaren)

University of Washington - Tacoma

Tacoma, 2016 & 2017

Lecture

"Walking as a critical perspective on the urban environment" Guest Lecture in Psychology of Urban Living (Lindsay McCunn)

ETH - Zurich

Lecture - Workshop

Swiss Federal Institute of Technology Zurich, 2012

"A Personal Geography - New York City"

Paper Presented and Workshop Participant: The Cartographies & Narrative Workshop by the Art & Cartography Commission of the International Cartographic Association

Assoc. of American Geographers

Lecture

Los Angeles, 2013

"The Bronx River – A Social Watershed" - Paper Presented at Annual Meeting

New York City, 2012

"The Production of Nature Along 'The Great White Way" - Paper Presented at Annual Mtg.

Hunter College New York City, 2013 **Panel Discussion**

"Graduate School Preparation"

Invited Panel Member

New York University New York City, 2012 **Panel Discussion**

"Cultures & Economies: Why Occupy Wall Street?" Invited Panel Member

Parsons The New School for Design

Lecture

New York City, 2013

"On Walking: Spatially Situated Research Methods"

Guest Lecture in Methods Research Seminar (Jilly Traganou)

2011 "To Situate: São Paulo & Curitiba"

Speaker at Michael Kalil Memorial Endowment 10th Anniversary Pecha Kucha.

2009 "Bronx Terminal Market: Re-imaging Urban Food Production & Community Development

Guest Lecture in Issues and Practices in Architecture Seminar (Jean Gardner)

"Finding the Non-Map: Ironbound Community Mapping - Newark"
Guest Lecture in Cities and the Environment Seminar (Adriana Abdenur)

2008 "Engaging a Position of Innovation Toward Our Environment"

Speaker at Focus the Nation Teach-in.

EXHIBITIONS

Wing Luke Museum at InScape Arts Voices of the Immigration Station Installation

> Seattle, 2015 Installation Photography in collaboration with Buoyant Design

International Cartography Conf. Narrating Place: A Collaborative Exploration of Narrating Cartography

> Dresden, 2013 Film Screening.

Convergence Exhibition Narrating Place: A Collaborative Exploration of Narrating Cartography

Co-developer and contributor in an international collaborative film shorts exploring place

Melbourne, 2013 through narrative.

The Sheila C. Johnson Design Ctr. Welcome to the NYC Waterfront: a Peripheral Space?

Parsons The New School Contributor to this collaborative work and participant in gallery panel discussion

New York, 2012 in conjunction with the Art, Environment and Action! Exhibit

The James Gallery Common Assembly - De-colonizing Architecture & Art Residency

The Graduate Center - CUNY Facilitated open public dialog on Horizontal Pedagogy

New York, 2012 in conjunction with Common Assembly and Occupy University

COMPETITIONS

DUMBO Improvement District Parsons Team: Participant

> Iron Designer Competition Design proposal for a "Dumbo Dining Table" activating the east bridge anchorage as

New York, 2009 community nexus point for the farmers market, nightly summer community events and daily

interaction with residents.

JP Morgan Chase Community Parsons – Milano Team: 2nd Place

> Funding and design proposal in support of The Boys and Girls Club of Harlem expansion and **Development Competition**

New York, 2007 renovation of their Harlem brownstone and adjacent community garden.

FELLOWSHIP - AWARD

University of Washington Distinguished Alumni - Architecture School Centennial

Centennial School Wide Studio Review Critic

Antipode Foundation Regional Workshop Award

"NYC Geographic Expedition and Institute: Liberation Education for Geographic Inquiry"

Research Member - STRC (Space Time Research Collective)

Parsons The New School for Design Faculty Development Grant

"Toolkit for Radical Pedagogies"

Faculty Member - Development Team

Michael Kalil Endowment Student - Memorial Fellowship Grant

> Research in the urban morphology of São Paulo and Curitiba, Brazil. 2007

Using technological and ecological systems as a methodology to investigate the

socio-spatial form of global cities.

Parsons The New School for Design Dean's List Academic Scholarship

2006 - 2009

Pio Prize Grant - Rome Program Scholarship University of Washington 1999

Seattle Design Review Boards - March 2021

42 Design Review Board Members: Pursuant to SMC 23.41.008, all members are subject to City Council confirmation, two-year terms that may be re-appointed to a second term:

- 12 City Council-appointed
- 13 Mayor-appointed
- 15 Joint Mayor and Council appointed
- 2 Mayor appointed per SMC 3.51 (Get Engaged)

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
6	М		1.	Local Residential, DT	Bissen, Matthew	4/4/2021	4/3/2023	1	Mayor/ Council
3	М		2.	Local Community, NE	Castaneda, Manuel	4/4/2021	4/3/2023	1	Mayor
6	М		3.	Development, SW	Rosenstock, Scott	4/4/2020	4/3/2022	2	Mayor
6	F		4.	Business/ Landscape, W	Montressor, Jen	4/4/2021	4/3/2023	2	Mayor/ Council
6	F		5.	Local Residential, SW	Lirman, Johanna	4/4/2021	4/3/2023	1	Mayor
6	F		6.	Business/ Landscape, E	van Geldern, Emily	4/4/2020	4/3/2022	1	Mayor/ Council
9	М		7.	Local Community, SE	Colley, Chris	4/4/2020	4/3/2022	2	Mayor
6	М		8.	Development, SE	Germain, Stewart	4/4/2020	4/3/2022	1	Council
6	М		9.	Local Community, NW	Johnson, Brian	4/4/2020	4/3/2022	1	Council
6	F		10.	Local Business, NW	Bogert, Phoebe Erin	4/4/2021	4/3/2023	2	Mayor/ Council
6	F		11.	Design Professional, E	Gage, Gina	4/4/2021	4/3/2023	1	Mayor
6	М		12.	Development, NW	DiJulio, Penn	4/4/2020	4/3/2022	1	Mayor
6	М		13.	Business/ Landscape, DT	Luoma, Aaron	4/4/2020	4/3/2022	2	Mayor/ Council
6	М		14.	Development, E	Bendix, Chris	4/4/2021	4/3/2023	1	Council
6	М		15.	Development, NE	Gunter, Christian	4/4/2020	4/3/2022	1	Council
1	М		16.	Local Community, SW	Cheng, John	4/4/2020	4/3/2022	2	Council
6	М		17.	Design Professional, NE	Rusler, Dan	4/4/2020	4/3/2022	2	Council
6	F		18.	Design Professional, W	Eckrich, Janell T.	4/4/2021	4/3/2023	1	Council
6	М		19.	Local Community, W	Morefield, John	4/4/2020	4/3/2022	2	Mayor
6	F		20.	Development, DT	Dagliano, Carey	4/4/2021	4/3/2023	1	Council
6	М		21.	Business/ Landscape, SW	Cobb, Patrick	4/4/2021	4/3/2023	1	Mayor/ Council
1	F		22.	Design Professional, SE	So, May	4/4/2021	4/3/2023	2	Council
9	F		23.	Design Professional, NW	Watkins, Adrienne	4/4/2021	4/3/2023	1	Mayor

6	М	24.	Local Community, E	Haas, Andrew	4/4/2021	4/3/2022	2	Council
6	F	25.	Local Residential, NW	Rock, Lauren	4/4/2020	4/3/2022	2	Mayor/ Council
6	М	26.	Local Community, DT	Henderson, Jason	4/4/2020	4/3/2022	1	Mayor
6	F	27.	Development, W	Rattray, Tiffany	4/4/2021	4/3/2023	1	Mayor
6	М	28.	Local Residential, NE	Carter, Timothy	4/4/2021	4/3/2023	2	Mayor/ Council
6	М	29.	Design Professional, DT	Palushock, Ed	4/4/2020	4/3/2022	2	Mayor
6	М	30.	Design Professional, SW	Grainger, Alan	4/4/2021	4/3/2023	2	Mayor/ Council
6	М	31.	Business/ Landscape, SE	Bader, David	4/4/2020	4/3/2022	2	Mayor/ Council
6	М	32.	Local Residential, W	Farkas, Allan	4/4/2021	4/3/2023	1	Mayor/ Council
6	М	33.	Local Residential, E	Cannon, Michael R.	4/4/3021	4/3/2023	1	Mayor/ Council
6	М	34	Local Residential, SE	Maier, Daniel	4/4/2021	4/3/2023	2	Mayor/ Council
6	F	35.	Business/ Landscape, NE	Liss, Katharine	4/4/2020	4/3/2022	1	Mayor/ Council
6	F	36.	Get Engaged	Honig, Margaret	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)
5	F	37.	Local Residential, CA	Khosla, Sharon	4/4/2020	4/3/2022	2	Council
2	F	38.	Local Community, CA	Ingram, Ronquesha	4/4/2020	4/3/2022	1	Mayor
6	М	39.	Design Professional, CA	Floor, Jeffrey	4/4/2020	4/3/2022	2	Council
2	М	40.	Development, CA	Pleasant, Kenny	4/4/2020	4/3/2022	2	Mayor
3	F	41.	Business/ Landscape, CA	Garcia, Ana Cristina	4/4/2020	4/3/2022	1	Mayor/ Council
6	М	42.	Get Engaged	Stein, Connor	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)

New Appointments Re-appointments

Vacant

SELF-I	DENT	IFIED [DIVERSITY	CHART	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Men	Women	Transgender	Unknown	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor	9	6	0	0	0	2	1	0	0	10	0	0	2
Council	8	4	0	0	2	0	0	0	1	9	0	0	0
Joint	9	6	0	0	0	0	1	0	0	14	0	0	0
Total	26	16	0	0	2	2	2	0	1	33	0	0	2

Key:

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



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: Appt 01892, Version: 1

Appointment of Michael R. Cannon as member, Design Review Board, for a term to April 3, 2023.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name:									
Michael R. Cannon									
Board/Commission Name:		Position Title:							
East Design Review Board				Local Residential Representative					
		Council Con	Council Confirmation required?						
Appointment OR Reappoint	ment	⊠ Yes							
		No							
Appointing Authority:	Date	Appointed:	Term	of Position: *					
Council	4/8/2	021	4/4/2	021					
Mayor			to						
Other: Joint Mayor & Council			4/3/2	023					
	-: c			rving remaining term of a vacant position					
Residential Neighborhood:	Zip Co		Conta	act Phone No.:					
Capitol Hill	98112	2							
Background:		_							
Mr. Cannon is an Urban Designer and a L		•		•					
international and domestic experience. I		•							
work includes providing design leadershi	-	-	-						
to VIA, he was the Landscape Architectus									
BC, and a senior Associate and Landscap	e Archi	tect in variou	JS TIFTI:	s in different west coast cities.					
Much of Mr. Cannon's work focuses on p	sublic s	nace design	such a	s TOD projects streetscape design					
-			campus planning. He additionally mentors junior staff						
and has project management experience		i Carripus piai	IIIIII 6.	The additionally memors jumor star.					
und has project management experience									
Mr. Cannon carned a Rachelor of Landso	ona Ar	chitacture de	saroe fi	rom the University of Oregon					
Mr. Cannon earned a Bachelor of Landso followed by a Master of Urban Planning	-		_						
Washington.	aliu a c	Lei tilicate in	Orban	Design from the officeratty of					
washington.									
Authorizing Signature (original signature	e):	Appointin		atory:					
Jenny A. Durken		Jenny A. D	urkan						
Jenny		Mayor of .	Mayor of Seattle						
Authorising Signature (original signature	-1.	Annointin	- Cian						
Authorizing Signature (original signature	ej:	Appointin Dan Strau		atory:					
Jan Stranss		City Counc	City Councilmember						
Same Olympia									

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



EDUCATION

University of Washington Master of Urban Planning, 1993 Certificate in Urban Design, 1993

University of Oregon Bachelor of Landscape Architecture, 1987

PROFESSIONAL REGISTRATION

Licensed Landscape Architect, California, Oregon, and Washington

HONORS & AWARDS

Merit Award, *Currie Barracks*, Calgary, Congress of New Urbanism (CNU), CIVITAS, 2016.

Honorable Mention, The Mawson Urban Design Award, *Currie Barracks*, CIVITAS, 2015.

AIA NEXT Awards, Four Seasons Resort / Hamyang Master Plan, South Korea, Los Angeles CA Chapter, NBBJ, 2009.

Oregano Fellowship, NBBJ, 2007

International Competition, 1st Place, Shanghai American School & New Community, NBBJ, 2006

ASLA Design Merit Award, California Chapter, Mission Creek Park, EDAW, 2004

ASLA Design Merit Award, Colorado Chapter, Zellerbach Garden, San Francisco, EDAW, 2004

ASLA National Merit Award, *Jinji Lake Master Plan,* EDAW, 2004

Best Built Project Award, The Waterfront Center, Jinji Lake Grand Promenade, Suzhou, China, EDAW, 2003

Kenneth Brown Asia Pacific Culture & Architecture Award, *The Jinji Lake Waterfront*, EDAW, 2003

Golden Nugget Award, Best Master Planned Community, *Wingfield Springs*, EDAW, Nevada 1996

Meyer R. Wolf Scholar in Urban Design, University of Washington, 1993

AFFILIATIONS

American Society of Landscape Architects (ASLA)
American Planning Association (APA)
Congress of New Urbanism (CNU)

PROFILE

Award winning Landscape Architect and Urban Designer with over 30 years of international and domestic experience. Versatile and experienced designer, comfortable working at various scales with multi-disciplinary teams on complex and demanding projects. Design approach employs thoughtful rigor with creative vision, a hardworking team player and believes in an integrated approach to design, balancing project and client demands to create inspired, transformational and sustainable environments.

PROFESSIONAL EXPERIENCE

VIA Architecture, Seattle, WA | Senior Assoicate, 2017 - Current

Responsibilities include providing design leadership on landscape, planning and urban design projects; streetscape and public realm projects, site and TOD planning, design guidelines, business development, project management, and mentoring junior staff. Significant projects include:

Burrard Station Plaza Design, Vancouver, BC Canada Pattullo Bridge Urban Integration & Site Design, New Westminster, BC Canada Tacoma Urban Design Guidelines, Tacoma, WA The Heights Subarea & Master Plan, Vancouver, WA

CIVITAS Urban Design & Planning, Vancouver, BC Canada | LA Director, 2011 - 2017 Responsibilities include providing design leadership on large scale master plans and urban design projects; site planning and landscape architecture, public realm design, campus planning, mentoring junior staff. Significant projects include:

Northeast False Creek Urban Design Plan, Vancouver, BC Rouse Hill Phase 2 Urban Design Plan, Sydney, Australia Alexandra Park Master Plan & Phase One Design, Auckland, New Zealand Australian National University Campus Master Plan, Canberra, Australia

NBBJ, Seattle WA | Senior Associate 2005 - 2010

Senior landscape architect and urban designer, responsible for project site design and urban planning of studio projects. Provided a landscape design and site planning leadership role, working collaboratively with multidisciplinary teams responsible for delivering work on an international and domestic scale. Significant projects included:

University Medical Center, LSU, New Orleans, LA Veterans Administration Hospital, New Orleans, LA Microsoft Redmond West Campus, Redmond, WA The Spring District Master Plan, Bellevue, WA,

EDAW, Seattle, WA | Senior Associate 2003 - 2005

Senior landscape architect and urban designer for domestic and international projects. Responsibilities included design studio leadership, project management, business development, mentoring junior staff, co-management of design studio, and collaborating with other EDAW offices. Significant projects included:

Placer Vineyards Master Plan, Sacramento, CA, Las Campanas Resort Community, Santa Fe, NM; Chambers Creek Golf Course, Tacoma, WA Seattle Waterfront Competition, Seattle, WA

EDAW San Francisco, CA | Senior Associate 1994 - 2003

TECHNICAL SKILLS

Adobe Photoshop, InDesign, SketchUp, Powerpoint, Microsoft Word, Excel, etc.

REFERENCES

Steve McConnnell, AIA Managing Partner, Design, NBBJ Seattle

Jim Heid, FASLA

Urban Green, San Francisco, CA

Jacinta McCann, ASLA Senior Vice President, AECOM San Francisco

Joe Hruda, MAIBC

Founder, CIVITAS Urban Design & Planning Vancouver, BC

Landscape architect and project manager for numerous domestic and international projects, including a SF Design Studio co-leadership role. Responsibilities included providing design leadership on significant landscape and urban design projects from schematic through construction documents; mentoring junior staff, and marketing.

Significant projects included:

Jinji Lake Waterfront Master Plan & Phase 1 Development, Suzhou, China Mission Creek Park, San Francisco, CA Hualalai Four Seasons Resort Master Plan, Kona, HI Upper Truckee River & Wetlands Restoration, South Lake Tahoe, CA

Murase Associates, Seattle, WA & Portland, OR | Landscape Architect 1987 - 1994 Responsible for landscape concept, schematic, design development, and construction documents of project site work, including cost estimates, material selection, specifications, and schematic illustrations. Significant projects included:

Port of Seattle Headquarters, Pier 69, Seattle, WA University of Washington Physics Building, Seattle, WA University of Washington Chemistry Building, Seattle, Oregon Convention Center, Portland, OR Japanese American Memorial Plaza, Portland, OR

PROJECT WORK

BURRARD STATION PLAZA, Vancouver BC Canada 2020-2021 URBAN DESIGNER / LANDSCAPE ARCHITECT

Burrard Station, located in Coal Harbor in downtown Vancouver, will be undergoing a significant transformation in order to serve a dramatic future projected increase in transit ridership. Upgrading the station requires a significant redesign of the current plaza, which as part of Art Phillips Park along Dunsmuir Street involves seemlessly connecting bus and train passenger flows and creating a dynamic new urban space for Vancouver. Role: design lead, plaza and landscape architecture, coordination of PWL as landscape subconsultant.



CONFIDENTIAL MASTER PLAN & URBAN DESIGN GUIDELINES, Near Damascus, Syria 2013 URBAN DESIGNER / LANDSCAPE ARCHITECT

Provided design leadership role working with dedicated team of architects and planners for the layout of a new city core and urban residential neighborhoods. The project involved planning and design of over a square kilometer of new districts with mixed use, commercial, retail, residential, entertainment, parks and open space uses. Required design of numerous development options and video presentations to client as well as participating in CIVITAS-lead workshops. Role: Lead designer, landscape and public realm, and urban design guidelines.



ALEXANDRA PARK, Auckland, New Zealand 2014 - 2016 URBAN DESIGNER / LANDSCAPE ARCHITECT

Located 5 Kilometres from downtown Auckland, Alexandra Park is an aging racecourse site on which CIVITAS has planned a vibrant new urban mixed use neighborhood. The larger master plan features a significant central park recalling the historic racing legacy, and integrates needed urban density to the surrounding single family neighborhoods. Phase One, currently under construction, includes a new vertical mixed use retail street, complete with urban parks, plazas, and squares in an enhanced public realm while maintaining the racecourse operations and grandstand. Role: Lead designer, landscape and public realm.





ROUSE HILL TOWN CENTRE, Rouse Hill, Australia 2011 - 2016 LANDSCAPE ARCHITECT / URBAN DESIGNER

Phase 2 of this ULI Award winning project is currently being planned by CIVITAS, and will feature transit oriented development (TOD) density with mixed use neighborhoods, retail shopping, educational facilities, healthcare, entertainment, commercial, civic facilities, and an extensive public realm. A new heavy rail line will link Rouse Hill to Sydney, thereby providing a significant influx of visitors, future residents, and development opportunity. Role: master planning, site design, public realm, landscape architecture, and project management.



CURRIE BARRACKS, Calgary, Alberta Canada 2014 - 2015 URBAN DESIGNER / LANDSCAPE ARCHITECT

The redevelopment of the 165-acre former barracks just south of downtown Calgary preserves historic buildings and military landscapes like the former parade grounds. The plan provides for a higher density urban mixed use core, which CIVITAS redesigned over a six month period working within a larger master plan framework. Role: Design lead, landscape and public realm.



UNIVERSITY MEDICAL CENTER, New Orleans, Louisiana 2009 - 2010 LANDSCAPE ARCHITECT

Lead the site design and landscape architecture for this complex 30-acre campus in New Orleans, LA, working with local landscape architects, civil engineers, and NBBJ's healthcare team. The \$33 million campus site program included a major public plaza on Canal Street, a series of waterfeatures, gardens and courtyards to assist in the healing of patients. The project involved coordination with adjacent new VA hospital, integration with the existing LSU campus, and developing a conceptual framework for landscape architecture in a healthcare setting of post-Katrina New Orleans. Role: Lead design, landscape.



VETERANS ADMINISTRATION HOSPITAL, New Orleans, LA 2009 LANDSCAPE ARCHITECT

Developed the overall site framework and produced the landscape design working closely with a team of NBBJ architects for the VA's new 30-acre campus in New Orleans, from initial stages of Programming through Schematic Design. The site program included establishing integrated safeguards against future potential flooding and terrorism, including the use of site walls and terraces to gracefully transition the building to the streetscape. The plan involved designing a series of New Orleans-inspired courtyards and gardens for veteran patients and visitors, and meeting the challenge of incorporating this large campus into the local neighborhood fabric of New Orleans. Role: Landscape Concept & Schematic Design



THE JINJI LAKE MASTER PLAN & PHASE ONE DEVELOPMENT, Suzhou, China 2000 - 2004 LANDSCAPE ARCHITECT

Landscape Architect of the overall 550 hectare Master Plan and Phase One Plan for an international residential and business community projected to be over 600,000 residents. Worked with a team of designers and planners while at EDAW to create several miles of sensitive waterfront development to maintain the water quality of Jinji Lake for future generations. Project included master planning of waterfront development parcels, and the design of significant parks, streets, recreation areas and open spaces to serve this large future population. This project was one of five special development zones intended to integrate the technology industry to the interior of China.

Seattle Design Review Boards - March 2021

42 Design Review Board Members: Pursuant to SMC 23.41.008, all members are subject to City Council confirmation, two-year terms that may be re-appointed to a second term:

- 12 City Council-appointed
- 13 Mayor-appointed
- 15 Joint Mayor and Council appointed
- Mayor appointed per SMC 3.51 (Get Engaged)

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
6	М		1.	Local Residential, DT	Bissen, Matthew	4/4/2021	4/3/2023	1	Mayor/ Council
3	М		2.	Local Community, NE	Castaneda, Manuel	4/4/2021	4/3/2023	1	Mayor
6	М		3.	Development, SW	Rosenstock, Scott	4/4/2020	4/3/2022	2	Mayor
6	F		4.	Business/ Landscape, W	Montressor, Jen	4/4/2021	4/3/2023	2	Mayor/ Council
6	F		5.	Local Residential, SW	Lirman, Johanna	4/4/2021	4/3/2023	1	Mayor
6	F		6.	Business/ Landscape, E	van Geldern, Emily	4/4/2020	4/3/2022	1	Mayor/ Council
9	М		7.	Local Community, SE	Colley, Chris	4/4/2020	4/3/2022	2	Mayor
6	М		8.	Development, SE	Germain, Stewart	4/4/2020	4/3/2022	1	Council
6	М		9.	Local Community, NW	Johnson, Brian	4/4/2020	4/3/2022	1	Council
6	F		10.	Local Business, NW	Bogert, Phoebe Erin	4/4/2021	4/3/2023	2	Mayor/ Council
6	F		11.	Design Professional, E	Gage, Gina	4/4/2021	4/3/2023	1	Mayor
6	М		12.	Development, NW	DiJulio, Penn	4/4/2020	4/3/2022	1	Mayor
6	М		13.	Business/ Landscape, DT	Luoma, Aaron	4/4/2020	4/3/2022	2	Mayor/ Council
6	М		14.	Development, E	Bendix, Chris	4/4/2021	4/3/2023	1	Council
6	М		1 5.	Development, NE	Gunter, Christian	4/4/2020	4/3/2022	1	Council
1	М		16.	Local Community, SW	Cheng, John	4/4/2020	4/3/2022	2	Council
6	М		17.	Design Professional, NE	Rusler, Dan	4/4/2020	4/3/2022	2	Council
6	F		18.	Design Professional, W	Eckrich, Janell T.	4/4/2021	4/3/2023	1	Council
6	М		19.	Local Community, W	Morefield, John	4/4/2020	4/3/2022	2	Mayor
6	F		20.	Development, DT	Dagliano, Carey	4/4/2021	4/3/2023	1	Council
6	М		21.	Business/ Landscape, SW	Cobb, Patrick	4/4/2021	4/3/2023	1	Mayor/ Council
1	F		22.	Design Professional, SE	So, May	4/4/2021	4/3/2023	2	Council
9	F		23.	Design Professional, NW	Watkins, Adrienne	4/4/2021	4/3/2023	1	Mayor

6	М	24.	Local Community, E	Haas, Andrew	4/4/2021	4/3/2022	2	Council
6	F	25.	Local Residential, NW	Rock, Lauren	4/4/2020	4/3/2022	2	Mayor/ Council
6	М	26.	Local Community, DT	Henderson, Jason	4/4/2020	4/3/2022	1	Mayor
6	F	27.	Development, W	Rattray, Tiffany	4/4/2021	4/3/2023	1	Mayor
6	М	28.	Local Residential, NE	Carter, Timothy	4/4/2021	4/3/2023	2	Mayor/ Council
6	М	29.	Design Professional, DT	Palushock, Ed	4/4/2020	4/3/2022	2	Mayor
6	М	30.	Design Professional, SW	Grainger, Alan	4/4/2021	4/3/2023	2	Mayor/ Council
6	М	31.	Business/ Landscape, SE	Bader, David	4/4/2020	4/3/2022	2	Mayor/ Council
6	М	32.	Local Residential, W	Farkas, Allan	4/4/2021	4/3/2023	1	Mayor/ Council
6	М	33.	Local Residential, E	Cannon, Michael R.	4/4/3021	4/3/2023	1	Mayor/ Council
6	М	34	Local Residential, SE	Maier, Daniel	4/4/2021	4/3/2023	2	Mayor/ Council
6	F	35.	Business/ Landscape, NE	Liss, Katharine	4/4/2020	4/3/2022	1	Mayor/ Council
6	F	36.	Get Engaged	Honig, Margaret	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)
5	F	37.	Local Residential, CA	Khosla, Sharon	4/4/2020	4/3/2022	2	Council
2	F	38.	Local Community, CA	Ingram, Ronquesha	4/4/2020	4/3/2022	1	Mayor
6	М	39.	Design Professional, CA	Floor, Jeffrey	4/4/2020	4/3/2022	2	Council
2	М	40.	Development, CA	Pleasant, Kenny	4/4/2020	4/3/2022	2	Mayor
3	F	41.	Business/ Landscape, CA	Garcia, Ana Cristina	4/4/2020	4/3/2022	1	Mayor/ Council
6	М	42.	Get Engaged	Stein, Connor	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)

New Appointments Re-appointments

Vacant

SELF-I	DENT	IFIED [DIVERSITY	CHART	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Men	Women	Transgender	Unknown	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor	9	6	0	0	0	2	1	0	0	10	0	0	2
Council	8	4	0	0	2	0	0	0	1	9	0	0	0
Joint	9	6	0	0	0	0	1	0	0	14	0	0	0
Total	26	16	0	0	2	2	2	0	1	33	0	0	2

Key:

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



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: Appt 01893, Version: 1

Appointment of Manuel Casteneda as member, Design Review Board, for a term to April 3, 2023.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: Manuel Castaneda						
Board/Commission Name:			Position Title:			
Northeast Design Review Board			Local Community Representative			
	City Council Co	onfir	mation required?			
Appointment <i>OR</i> Reappointment	X Yes		·			
	□ No					
Appointing Authority:	Term of Position	on: '	*			
City Council	4/4/2021					
Mayor	to					
Other: Fill in appointing authority	4/3/2023					
			a tour of a vecent monition			
Residential Neighborhood:			g term of a vacant position act Phone No.:			
Meadowbrook	98125					
Background:						
Mr. Castaneda is a Registered Architect with ne	arly ten vears of	f exp	perience in mixed-use. multifamily.			
educational, civic, and health care projects, and			•			
has previously worked as an Architect and Asso	ciate at b9 Arch	itect	s in Seattle, as well as at KDF			
Architecture and Traho Architects in Yakima.						
Na Castanada asunada Dashalar of Caianas da	in	b	from Manhington Ctata Haironitra and			
Mr. Castaneda earned a Bachelor of Science de a Master of Architecture degree from the Pratt	_	ture	from wasnington state University and			
a Master of Architecture degree from the Fratt	mstitute.					
 Mr. Castaneda's professional affiliations include	e the American I	nctit	rute of architects and the AIA Seattle			
Northwest Residential Press Committee, of whi						
,						
Authorizing Signature (original signature):	Appointing Sig	nate	orv:			
Authorizing dignature (original dignature).	Jenny A. Durka		o. y.			
P 10.	Mayor of Seatt					
Jenny A. Durken	iviayor of seattle					
7.7						
Date Signed (appointed): 4/8/2021						
7/0/2021						

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

MANUEL CASTANEDA, AIA

Registered Architect

EXPERIENCE THE MILLER HULL PARTNERSHIP

Architect

Seattle, Washington

2020 - Present

b9 ARCHITECTSArchitect, Associate

Seattle, Washington
2014 - 2020

KDF ARCHITECTURE P.S.Yakima, WashingtonArchitectural Staff2012 -2014Architectural Summer Intern2009 -2012

TRAHO ARCHITECTS P.S.Architectural Summer Intern

Yakima, Washington
2007-2009

EDUCATION PRATT INSTITUTE New York City, New York Graduate Architecture and Urban Design Graduation: May 2012

Master of Architecture

WASHINGTON STATE UNIVERSITY

Bachelor of Science in Architecture

AIAS President

Pullman, Washington

Graduation: May 2009

2008

PROFESSIONAL Washington State Registered Architect
AFFILIATIONS Member of the American Institute of Architects

AIA Seattle Northwest Residential Press Committee 2015 - Present Committee Chair 2018-Present

ACHIEVEMENTS Pratt Graduation Convocation: Academic Excellence Award 2012

Pratt InProcess 16, 17, 18 2010-2012 WSU Outstanding Architecture Student of the Year 2007 & 2009

REFERENCES Available upon request

Seattle Design Review Boards - March 2021

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Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
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3	М		2.	Local Community, NE	Castaneda, Manuel	4/4/2021	4/3/2023	1	Mayor
6	М		3.	Development, SW	Rosenstock, Scott	4/4/2020	4/3/2022	2	Mayor
6	F		4.	Business/ Landscape, W	Montressor, Jen	4/4/2021	4/3/2023	2	Mayor/ Council
6	F		5.	Local Residential, SW	Lirman, Johanna	4/4/2021	4/3/2023	1	Mayor
6	F		6.	Business/ Landscape, E	van Geldern, Emily	4/4/2020	4/3/2022	1	Mayor/ Council
9	М		7.	Local Community, SE	Colley, Chris	4/4/2020	4/3/2022	2	Mayor
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6	F		20.	Development, DT	Dagliano, Carey	4/4/2021	4/3/2023	1	Council
6	М		21.	Business/ Landscape, SW	Cobb, Patrick	4/4/2021	4/3/2023	1	Mayor/ Council
1	F		22.	Design Professional, SE	So, May	4/4/2021	4/3/2023	2	Council
9	F		23.	Design Professional, NW	Watkins, Adrienne	4/4/2021	4/3/2023	1	Mayor

6	М	24.	Local Community, E	Haas, Andrew	4/4/2021	4/3/2022	2	Council
6	F	25.	Local Residential, NW	Rock, Lauren	4/4/2020	4/3/2022	2	Mayor/ Council
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6	М	31.	Business/ Landscape, SE	Bader, David	4/4/2020	4/3/2022	2	Mayor/ Council
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6	F	35.	Business/ Landscape, NE	Liss, Katharine	4/4/2020	4/3/2022	1	Mayor/ Council
6	F	36.	Get Engaged	Honig, Margaret	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)
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2	F	38.	Local Community, CA	Ingram, Ronquesha	4/4/2020	4/3/2022	1	Mayor
6	М	39.	Design Professional, CA	Floor, Jeffrey	4/4/2020	4/3/2022	2	Council
2	М	40.	Development, CA	Pleasant, Kenny	4/4/2020	4/3/2022	2	Mayor
3	F	41.	Business/ Landscape, CA	Garcia, Ana Cristina	4/4/2020	4/3/2022	1	Mayor/ Council
6	М	42.	Get Engaged	Stein, Connor	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)

New Appointments Re-appointments

Vacant

SELF-I	DENT	IFIED [DIVERSITY	CHART	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Men	Women	Transgender	Unknown	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor	9	6	0	0	0	2	1	0	0	10	0	0	2
Council	8	4	0	0	2	0	0	0	1	9	0	0	0
Joint	9	6	0	0	0	0	1	0	0	14	0	0	0
Total	26	16	0	0	2	2	2	0	1	33	0	0	2

Key:

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



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: Appt 01894, Version: 1

Appointment of Patrick Cobb as member, Design Review Board, for a term to April 3, 2023.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name:								
Patrick Cobb								
Board/Commission Name: Position Title:								
Southwest Design Review Board				Business Representative				
		Council Confirmation required?						
Appointment OR Reappoint	ment	∑ Yes						
		No						
Appointing Authority:	Date A	Appointed:	Term	of Position: *				
Council	4/8/20		4/4/2					
Mayor			to					
Other: Joint Mayor & Council			4/3/2	023				
Strict Some Mayor & counter								
				ving remaining term of a vacant position				
Residential Neighborhood:	Zip Co		Conta	act Phone No.:				
Fauntleroy	98136							
Background:								
Mr. Cobb is the Vice President of Acquisi	tion and	d Developm	ent at S	StoryBuilt, where his work includes				
leading acquisition, design, development								
entitlement processes. He has additional	-		_					
Family Homes in Seattle and as an Assoc				_				
York. His scope of work includes multifar		idential, mix	ed-use	e, townhouse, rowhouse, live-work,				
single-family, office, and master planning	g.							
Mr. Cobb is a design and development p	rofossio	nal with a d	iverse	skillent and a passion for greating				
sustainable urban projects. He complete				-				
University of Texas before pursuing a Ma								
real estate development from Columbia			uegre	se and Master of Science degree in				
real estate development from columbia	Onivers	orcy.						
		T						
Authorizing Signature (original signature	e):	Appointin		atory:				
A Quit		Jenny A. D						
Jenny " hacken		Mayor of	Mayor of Seattle					
0								
Authorizing Signature (original signature	e):	Appointin		atory:				
		Dan Strau	SS					
(1)		City Cound	cilmem	ber				
1/4 >1	C -							
Jam Olivas	72							

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

PATRICK COBB



QUALIFICATIONS SUMMARY

Design and Development professional with a diverse skillset and a passion for creating sustainable urban projects. Experienced leader with the ability to set the direction for a project, negotiate contracts, lead consultant team and achieve financial goals.

Proven skills:

Acquisition, feasibility analysis, master planning, architectural design, project management, mixed use design and development, contract negotiation, marketing & business development.

Program Proficiency:

MS Project, Microsoft Suite, Wrike, Adobe Suite, Bluebeam Extreme, Auto-Cad, Procore, Buildtopia, Sketchup, Rhino.

PROFESSIONAL EXPERIENCE

StoryBuilt | Vice President of Acquisition and Development | Seattle 2015-current

Overview: In 2016, I was joined StoryBuilt Seattle working side by side with the Division President to expand SB's integrated development approach into Seattle. Over the past 5 years, I've played an integral role establishing relationships, acquiring properties, broadening market specific understanding of the entitlement process while growing our multidisciplinary team. Working closely with our in-house architecture, marketing, sales and construction teams, I strive to ensure the vision of each project is executed at the highest level. Since 2016, we've navigated 5 projects through the rigorous Seattle entitlement process and are completing construction on our 3rd community.

Acquisition:

- Identification of new acquisition opportunities in the Seattle area.
- Conduct due diligence on opportunities including financial analysis, risk assessment and site planning.
- Establish site design and vision.
- Maintain network of land brokers.
- Negotiate land acquisition contracts.
- Review surveys, title and land use/zoning restrictions.
- Contract and supervise consultants in the preparation of required site investigations.
- Prepare and negotiate letters of intent, purchase and sale agreements and other legal documents associated with each acquisition.

Development:

- Navigate projects through Seattle's Design Review recommendation process.
- Contract and supervise design consultants.
- Coordinate entitlement process.
- Manage financial models, budget updates and lender financial models.
- Create and maintain development schedules for each project.
- Oversee specification selection for unit interior finishes, appliances, fixtures and lighting.
- Coordinate with marketing team to develop marketing collateral for projects ahead of pre-sales.

Construction:

- GMP contract negotiation
- Budget review and value engineering studies
- Weekly or bi-weekly OAC meetings and site walks
- Coordination with design consultants on field changes and activity
- Coordination with City of Seattle (SDCI) for utilities, improvements and services
- Quality assurance on site

Granger Family Homes | Design and Permitting Manager | Seattle 2013-2015

Overview:

After moving to Seattle, I filled a unique role helping to source and design projects for Granger Family Homes and builders invested in Blue Print Capital. My role included feasibility and due diligence on property acquisitions and architectural design on properties acquired. Responding to demand, I hired and grew the design team to 4 people, establishing process, details and knowledge base to support the business. Overall, I assisted with the acquisition and managed entitlements of 50+ small infill development projects. In all, this included 150+ units including apartments, town house, row house, live work and luxury single family residential projects.

Acquisition/Feasibility:

- Worked to identify acquisition opportunities in the Seattle area.
- Working with leadership, conducted due diligence on opportunities including financial analysis, risk assessment and site planning.
- Reviewed surveys, title and land use/zoning restrictions.
- Hired and supervised consultant in the research and analysis of opportunities.

Design:

- Site planning
- Conceptual design studies
- Schematic-Construction Documents
- Construction Administration on an as needed basis
- Rendering marketing plan for builder clients

Laguarda.Low Architects | Associate/ Senior Designer | New York, NY 2005-2013

Architecture and Planning:

Managed Independent team through planning and architectural design of major international mixed use projects. Worked with clients to develop program and design vision. Coordinated with and presented to clients, government agencies, and consultants through all phases of design.

Business Development:

Conducted firm presentations, media outreach, PR strategy and relationship building expanding LLA's global brand. Recruited, trained and managed staff for LLA's New York expansion.

Notable Projects:

MIXED USE

- ITFC Xiamen Shopping Center: Xiamen, China, 40,000 m2, ITG, designed 2012
- Pangyo Alpha Dome: Pangyo, Korea 678,450 m2, Lotte Engineering & Construction, designed 2007, competition entry | 1st prize
- Splau Shopping: Barcelona, Spain 75,000 m2, grupo lar/grosvenor, designed 2003
- Yixing Waterstreet:, Yixing, China, 55,800 m2, commercial, retail and entertainment, designed
 2012

MASTER PLANNING

- OCT Baoan master plan Shenzhen, China, 220 hectares, mixed use and retail entertainment waterfront project, designed 2012
- Toluca Master Plan Toluca, Mexico, 270 hectares | 1,310,000 m2, Grupo Lar Mexico. designed 2007

OFFICE

Banco Republico of Uruguay Montevideo, Uruguay | Banco Republico, designed 2009

Awards and Recognition:

- Honor Award, AIA, BROU International Bank Competition,
- 2009 Merit Award, AIA, Pangyo Alpha Dome,
- 2009 Merit Award, AIA, Madrid International Convention Center,
- 2007 1st Place, Sonae Sierra Invited Competition,
- Pavia Center, 2006 1st Place, Lotte International design competition, 2007

Publications:

Design work has appeared in New York Times, Architect Magazine, Archinect, Builder Magazine, and Texas Architect

EDUCATION

Columbia University, Master of Science in Real Estate development 2010-2011

- 2010-2011 Relevant Coursework: RE Finance, Zoning, Public/ Private Partnerships, Market Analysis, Capital Markets, Private Equity & Capital Raising, Alternative Investments, Housing Finance, REIT Analysis, GIS Analysis
- "JP MORGAN CHASE COMMUNITY DEVELOPMENT COMPETITION", Created & modeled complex finance strategy using tax credits, community loans, & private equity. Performed market analysis and evaluated economic dividends. Lead design and strategic plan for LA Green Corps headquarters and training center.
- "BUILD A BETTER BURB", Rauch Foundation Student winner for innovative re-zoning and financial strategy re-thinking the future of Long Island's suburban typology.

Columbia University, Master of Architecture 2008-2010

• Relevant Coursework: Design Studio focused on sustainable systems in design, technology, architectural design, site planning, NYC code regulation, residential design, rendering.

The University of Texas at Arlington, Bachelor of Science in Architecture 2001-2005

- Magna cum laude
- Honor Society
- Study abroad in Italy and Europe

Seattle Design Review Boards - March 2021

42 Design Review Board Members: Pursuant to SMC 23.41.008, all members are subject to City Council confirmation, two-year terms that may be re-appointed to a second term:

- 12 City Council-appointed
- 13 Mayor-appointed
- 15 Joint Mayor and Council appointed
- Mayor appointed per SMC 3.51 (Get Engaged)

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
6	М		1.	Local Residential, DT	Bissen, Matthew	4/4/2021	4/3/2023	1	Mayor/ Council
3	М		2.	Local Community, NE	Castaneda, Manuel	4/4/2021	4/3/2023	1	Mayor
6	М		3.	Development, SW	Rosenstock, Scott	4/4/2020	4/3/2022	2	Mayor
6	F		4.	Business/ Landscape, W	Montressor, Jen	4/4/2021	4/3/2023	2	Mayor/ Council
6	F		5.	Local Residential, SW	Lirman, Johanna	4/4/2021	4/3/2023	1	Mayor
6	F		6.	Business/ Landscape, E	van Geldern, Emily	4/4/2020	4/3/2022	1	Mayor/ Council
9	М		7.	Local Community, SE	Colley, Chris	4/4/2020	4/3/2022	2	Mayor
6	М		8.	Development, SE	Germain, Stewart	4/4/2020	4/3/2022	1	Council
6	М		9.	Local Community, NW	Johnson, Brian	4/4/2020	4/3/2022	1	Council
6	F		10.	Local Business, NW	Bogert, Phoebe Erin	4/4/2021	4/3/2023	2	Mayor/ Council
6	F		11.	Design Professional, E	Gage, Gina	4/4/2021	4/3/2023	1	Mayor
6	М		12.	Development, NW	DiJulio, Penn	4/4/2020	4/3/2022	1	Mayor
6	М		13.	Business/ Landscape, DT	Luoma, Aaron	4/4/2020	4/3/2022	2	Mayor/ Council
6	М		14.	Development, E	Bendix, Chris	4/4/2021	4/3/2023	1	Council
6	М		15.	Development, NE	Gunter, Christian	4/4/2020	4/3/2022	1	Council
1	М		16.	Local Community, SW	Cheng, John	4/4/2020	4/3/2022	2	Council
6	М		17.	Design Professional, NE	Rusler, Dan	4/4/2020	4/3/2022	2	Council
6	F		18.	Design Professional, W	Eckrich, Janell T.	4/4/2021	4/3/2023	1	Council
6	М		19.	Local Community, W	Morefield, John	4/4/2020	4/3/2022	2	Mayor
6	F		20.	Development, DT	Dagliano, Carey	4/4/2021	4/3/2023	1	Council
6	М		21.	Business/ Landscape, SW	Cobb, Patrick	4/4/2021	4/3/2023	1	Mayor/ Council
1	F		22.	Design Professional, SE	So, May	4/4/2021	4/3/2023	2	Council
9	F		23.	Design Professional, NW	Watkins, Adrienne	4/4/2021	4/3/2023	1	Mayor

6	М	24.	Local Community, E	Haas, Andrew	4/4/2021	4/3/2022	2	Council
6	F	25.	Local Residential, NW	Rock, Lauren	4/4/2020	4/3/2022	2	Mayor/ Council
6	М	26.	Local Community, DT	Henderson, Jason	4/4/2020	4/3/2022	1	Mayor
6	F	27.	Development, W	Rattray, Tiffany	4/4/2021	4/3/2023	1	Mayor
6	М	28.	Local Residential, NE	Carter, Timothy	4/4/2021	4/3/2023	2	Mayor/ Council
6	М	29.	Design Professional, DT	Palushock, Ed	4/4/2020	4/3/2022	2	Mayor
6	М	30.	Design Professional, SW	Grainger, Alan	4/4/2021	4/3/2023	2	Mayor/ Council
6	М	31.	Business/ Landscape, SE	Bader, David	4/4/2020	4/3/2022	2	Mayor/ Council
6	М	32.	Local Residential, W	Farkas, Allan	4/4/2021	4/3/2023	1	Mayor/ Council
6	М	33.	Local Residential, E	Cannon, Michael R.	4/4/3021	4/3/2023	1	Mayor/ Council
6	М	34	Local Residential, SE	Maier, Daniel	4/4/2021	4/3/2023	2	Mayor/ Council
6	F	35.	Business/ Landscape, NE	Liss, Katharine	4/4/2020	4/3/2022	1	Mayor/ Council
6	F	36.	Get Engaged	Honig, Margaret	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)
5	F	37.	Local Residential, CA	Khosla, Sharon	4/4/2020	4/3/2022	2	Council
2	F	38.	Local Community, CA	Ingram, Ronquesha	4/4/2020	4/3/2022	1	Mayor
6	М	39.	Design Professional, CA	Floor, Jeffrey	4/4/2020	4/3/2022	2	Council
2	М	40.	Development, CA	Pleasant, Kenny	4/4/2020	4/3/2022	2	Mayor
3	F	41.	Business/ Landscape, CA	Garcia, Ana Cristina	4/4/2020	4/3/2022	1	Mayor/ Council
6	М	42.	Get Engaged	Stein, Connor	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)

New Appointments Re-appointments

Vacant

SELF-I	DENT	IFIED [DIVERSITY	CHART	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Men	Women	Transgender	Unknown	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracia
Mayor	9	6	0	0	0	2	1	0	0	10	0	0	2
Council	8	4	0	0	2	0	0	0	1	9	0	0	0
Joint	9	6	0	0	0	0	1	0	0	14	0	0	0
Total	26	16	0	0	2	2	2	0	1	33	0	0	2

Key:

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



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: Appt 01895, Version: 1

Appointment of Carey Dagliano as member, Design Review Board, for a term to April 3, 2023.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name:									
Carey Dagliano									
Board/Commission Name:		Position Title:							
Downtown Design Review Board		Development Professional							
	City Council Confirmation required?								
Appointment OR Reappointment									
	□ No								
Appointing Authority:	Term of Position:	*							
City Council	4/4/2021								
Mayor	to								
Other: Fill in appointing authority	4/3/2023								
	☐ Serving remainin	g term of a vacant position							
Residential Neighborhood:		act Phone No.:							
Beacon Hill	98144								
Background:									
Ms. Dagliano is a Senior Project Manager at NB	BJ. She has been pra	acticing architecture for over twenty							
years, having previously worked as a Project Ma	anager at Weber Th	ompson, Rohleder Borges Architects,							
and Tyler Engle Architects in Seattle, in addition	n to owning her owr	n company, Graham Street Studio.							
		de ef commencial and natura							
Her current professional focus is highrise development. Throughout her career, Ms. Dagl	•	*							
development. Throughout her career, Ms. Dagl projects, large-scale mixed-use market rate hou	_								
Dagliano has experience with Seattle's permitti									
having previously served as a board member or	_								
That may previously served as a sear a member of	Time Southeast Des	.g. Neview Board for roar years.							
Ms. Dagliano earned a Bachelor of Architecture	degree from the Vi	rginia Polytechnic Institute followed by							
a Commercial Real Estate Certificate from the U	_								
	•								
Authorizing Signature (original signature):	Appointing Signat	ory:							
	Dan Strauss								
	City Councilmemb	er							
(1)									
Jan Otranss									
Date Signed (appointed):									
4/27/21									

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

Select Experience

NBBJ | www.nbbj.com

Senior Project Manager | 2019 - Present | Seattle, WA

Associate responsible for project management of a 1.2m sf mixed use commercial office tower campus (a Major Phased Development) in Seattle, WA. Strengths include client, design, staff, fee, and profit, and project management, entitlement facilitation, and strategic problem solving.

Weber Thompson | www.weberthompson.com

Senior Project Manager | 2014 - 2019 | Seattle, WA

Senior Associate responsible for project management of complex urban mid-rise mixed-use projects, both affordable and market-rate housing, as well as small commercial projects. Strengths include client management, business development and project acquisition, design and project management, entitlement facilitation, and strategic problem solving. Engaged in multiple aspects of office operations including staff mentoring and development, marketing, culture club, as well as leadership roles in the affordable housing studio, race & equity task force, and community engagement projects. Founded and manage firm wide design discussion and critique series. Consistently promoted for strength and leadership within project work and in contribution to firm culture and success.

Graham Street Studio | www.grahamstreetstudio.com

Architect, Owner | 2013 - 2014 | Seattle, WA

Architecture and design firm specializing in single-family residential new construction and remodel projects.

Rohleder Borges Architects | www.rb-a.net

Project Manager, Architect | 2011 - 2013 | Seattle, WA

Responsible for design and project management of custom residential and commercial projects through all project phases, including co-management of a 32,000 sf private airplane hangar and administrative facility in Seattle, WA.

Tyler Engle Architects | www.tylerengle.com

Project Manager | 2011 | Seattle, WA

Management of multiple high-end custom residential projects, including a 14,000 sf single-family residence in the Shoreline Highlands.

Stonely Pelsinski architects Neukomm | www.span-ny.com, www.40bond.com

Project Manager | 2008 - 2009 | New York, NY

Management of an 8,500 sf, 14.9 million dollar penthouse build-out project in Herzog & DeMeuron's 40 Bond building; SPaN, executive architects, John Pawson Design, design architects.

Bosworth Hoedemaker | www.bosworthhoedemaker.com

Project Manager, Project Architect, Designer | 2005 - 2007 | Seattle, WA

Management and design of custom single-family residential projects, including a 4,500 sf residence in Hood Canal, WA.

Cutler Anderson Architects | www.cutler-anderson.com

Design Production | 2003 - 2004 | Bainbridge Island, WA

Prepared highly detailed construction documents on large-scale custom residential and commercial projects.

Additional Professional Experience upon request

Design Production | 2000 - 2003

Education

University of Washington | Certificate of Commercial Real Estate, 2020

Virginia Polytechnic Institute and State University | Bachelor of Architecture, 2001

Center for European Studies in Architecture | Residency Program in Riva San Vitale, Switzerland, 1999

Select Professional Extracurricular

AIA Seattle Housing Design Forum | May 2019

Guest Speaker – "Density Done Right – The Othello Square Project"

Race & Equity Training | 2003 - 2019

Othello Square Race & Equity Training - 300 level Race & Equity Training workshop with Race Forward; 2019

Race & Social Justice Training – Annual training with City of Seattle; 2016 - 2018

RC Counselor – Counselor in community-based program focusing on liberation work in communities of color; 2003 - 2008

Beacon Hill Community Member | 2014 – Present

Active member of the Beacon Hill community working in close coordination with Beacon Hill Council and Beacon Hill Merchants association on evolving design, development, and zoning issues in the neighborhood.

Housing Development Consortium | 2016 – Present

Active member of HDC Seattle - King County chapter, and member of the Southeast Seattle Affinity Workgroup

Weber Thompson Tiny House | 2016

Management and construction WT's Tiny House, family-oriented tiny housing prototype for the Low Income Housing Institute.

Southeast Design Review Board | 2015 - 2019 | Seattle, WA

Mayoral appointed member and associate chair of the Southeast Design Review Board, reviewing development projects for design recommendation to the City of Seattle's Department of Construction & Inspections.

2010 Honor Awards - American Institute of Architects | 2010

Volunteer member of the 2010 Honor Awards committee, AIA Seattle chapter

Cowgill Farms Scholarship | 2010 - present

Creation of scholarship for travel abroad studies for Virginia Tech architecture students.

"What Do You Do When You Do What You Want?" | 2005

Three submissions selected for exhibition featuring the independent artwork of architects at the AIA Seattle gallery.

Rural Studio | 2004 | Hale County, AL

Developed skill and experience in constructing innovative, low cost architecture as a volunteer laborer.

A Li Mi A | 2003 | Crow Indian Reservation, MT

Developed straw-bale and stucco construction skills working as a volunteer laborer with members of the Crow Indian community to build the reservation's self-help resource center.

ARCADE Journal of Architecture and Design in the Northwest | 2003

Submission to the "Urban Waterfront Dream Contest" selected for publication.

Relevant Project Work

Project S | 2019 - Present

NBBJ, Architects | Client: Urban Visions

Senior Project Manager of a 1.2m sf mixed use office tower campus in Seattle, WA. Project spans a 7 acre site in downtown Seattle, and encompasses 6 high rise office towers, 25,000 sf of retail, and 60,000 sf of outdoor space, and is targeting LEED Gold certification. Project responsibilities include entitlement and permitting facilitation, project management & administration, client, consultant and staff management, document development & oversight, design oversight and collaboration.

Link: Project S Seattle

Thermal Energy Center | 2020

NBBJ, Architects | Client: Urban Visions

Short-term Senior Project Manager of the new Thermal Energy Center building in Microsoft's East Campus redevelopment project. The thermal energy center "a beautiful machine in the woods" includes 70,000 sf of mechanical space designed to serve the entire campus refresh with geothermal heating and cooling. Project responsibilities included project management & administration, client, consultant and staff management, document development & oversight, product delivery management in the CD phase.

Opportunity Center at Othello Square | 2018 - 2019

Weber Thompson, Architects | Client: Clients: Barrientos Ryan, HomeSight, Multicultural Community Center Coalition, SPIN Stem Paths Innovation, Rainier Valley CDF

Senior Project Manager of a mid-rise mixed-use project in the Othello Square neighborhood of Seattle, WA. Project includes 40,000sf of commercial space housing eleven non-profit multicultural organizations supporting economic opportunity and educational programs with 190 units of affordable housing. Project responsibilities include entitlement and permitting facilitation, project management & administration, fee proposal development, consultant and staff management, document development & oversight, design oversight and collaboration, robust community engagement participation

Link: Opportunity Center @ Othello Square Concept Plan

Orenda at Othello Square | 2017 - 2019

Weber Thompson, Architects | Client: HomeSight, Spectrum Development, Seattle Children's Hospital, Odessa Brown Children's Clinic, Tiny Tots Preschool

Senior Project Manager of a mid-rise mixed-use project in the Othello Square neighborhood of Seattle, WA. Project includes 50,000 sf of community wellness and childcare facilities with 170 units of affordable and family sized housing. Project responsibilities include entitlement and permitting facilitation, project management & administration, consultant and staff management, document development & oversight, design oversight and collaboration, robust community engagement participation, and coordination with multiple Tenant Improvement design teams. Project is pursuing HUD funding, LEED silver certification.

Link: Orenda at Othello Square

Tower Steps | 2017 - 2019

Weber Thompson, Architects | Client: Pacific Hospital PDA, Seattle Chinatown International District PDA

Senior Project Manager of a mid-rise mixed-use project in the Beacon Hill neighborhood of Seattle, on the north lot of the iconic Pacific Tower. The project mission is to provide affordable housing and wellness care serving multicultural and multigenerational communities in the southeast and international districts of Seattle. Project includes two buildings, 30,000 sf of community medical programs, day care facilities, and office space, with 300 units of affordable family and senior housing. Project responsibilities include entitlement and landmarks facilitation, project management & administration, consultant and staff management, document development & oversight, design oversight and collaboration, robust community engagement participation, and coordination with multiple Tenant Improvement design teams

Restaurant Homer | 2014 - 2018 | Seattle, WA

Weber Thompson, Architects | Client: Private

Project Manager of a tenant improvement restaurant project in a historic building the Beacon Hill neighborhood of Seattle. Project responsibilities included project acquisition, permitting facilitation, project management & administration, client & consultant management, document development, construction administration.

Link: Restaurant Homer

Othello Square Master Plan | 2016 - 2018

Weber Thompson, Architects | Client: Barrientos Ryan, HomeSight

Senior Project Manager and design lead, in collaboration with WT Landscape studio, on a 12 month feasibility and master planning study. The Othello Square Campus is a uniquely integrated, culturally competent and welcoming gateway center comprised of four development parcels over 3.3 acres in the Othello neighborhood of Seattle. The Campus is designed to represent the diverse and international nature of Southeast Seattle, a community where all residents and neighbors find homes, educational and business development opportunities, family-wage jobs, health care, social services and a variety of small enterprises at which to shop, eat and play. Project responsibilities included project acquisition, project management & administration, feasibility design and production, client and team management, and robust community engagement participation.

Link: Othello Square Master Plan

1120 Dexter | 2016 - 2019 | Seattle, WA

Weber Thompson, Architects | Client: Holland Residential

Project Manager of a mid-rise multifamily project in the South Lake Union neighborhood of Seattle, WA. Project includes 85 small efficiency apartments and a unique amenity package designed for the SLU tech workforce. Project responsibilities included entitlement and permitting facilitation, project acquisition, project management, consultant and staff management, document development & oversight, design oversight and collaboration. Project was built to LEED silver standards. Link: Project Overview

Westlake Steps Lot 4 | 2014 - 2016 | Seattle, WA

Weber Thompson, Architects | Client: Holland Residential

Project Architect of a mid-rise multifamily project in the South Lake Union neighborhood of Seattle, WA. Project includes two buildings, 320 market rate apartments, micro retail, and a unique amenity package designed for living on Lake Union. Project responsibilities included design collaboration, client & consultant management, document development, oversight, and production. Project was built to LEED silver standards.

<u>Link: Project Overview</u> <u>Link: One Lakefront</u>

Westlake Steps Lot 2 | 2014 - 2016 | Seattle, WA

Weber Thompson, Architects | Client: Holland Residential

Project Architect of a mid-rise multifamily project in the South Lake Union neighborhood of Seattle, WA. Project includes two buildings, 413 market rate apartments, micro retail, and a unique amenity package designed for living on Lake Union. Project responsibilities included design collaboration, client & consultant management, document development, oversight, and production. Project was built to LEED silver standards.

<u>Link: Project Overview</u> <u>Link: Westlake Steps</u>

Café Turko & Milstead & Company | 2016 - 2017 | Seattle, WA

Weber Thompson, Architects | Client: Private

Project Manager of a two tenant improvement restaurant projects in a new commercial office building the Fremont neighborhood of Seattle. Project responsibilities included project & client management and construction administration.

Link: Milstead & Company

Seattle Design Review Boards - March 2021

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6	М	42.	Get Engaged	Stein, Connor	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)

New Appointments Re-appointments

Vacant

SELF-I	DENT	IFIED [DIVERSITY	CHART	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Men	Women	Transgender	Unknown	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor	9	6	0	0	0	2	1	0	0	10	0	0	2
Council	8	4	0	0	2	0	0	0	1	9	0	0	0
Joint	9	6	0	0	0	0	1	0	0	14	0	0	0
Total	26	16	0	0	2	2	2	0	1	33	0	0	2

Key:

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



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: Appt 01896, Version: 1

Appointment of Janell T. Eckrich as member, Design Review Board, for a term to April 3, 2023.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name:						
Janell T. Eckrich						
Board/Commission Name:			Position Title:			
West Design Review Board			Design Professional			
	City Council	Confir	rmation required?			
Appointment OR Reappointment						
	☐ No					
Appointing Authority:	Term of Posi	ition: '	*			
City Council	4/4/2021					
Mayor	to					
Other: Fill in appointing authority	4/3/2023					
	☐ Serving rea	mainin	g term of a vacant position			
Residential Neighborhood:	Zip Code:		act Phone No.:			
Magnolia	98199					
Background:	<u> </u>					
Ms. Eckrich is an architectural designer at Bohli	n Cywinski Jac	kson. S	She has previously worked at			
BuildingWork, Weinstein AIU, and GGLO in Sea	ttle, as well as	other	design firms across the country. Her			
architectural career and passion have predomi	•					
civic projects such as libraries, fire stations, and	l educational i	nstitut	tions.			
Ms. Eckrich earned a Bachelor of Science degre	o in architectu	iro and	d planning at the Catholic University of			
America in Washington D.C. and a Master of Ar						
University of Washington.	criticetare ace	si cc ai	nd certificate in orban besign at the			
Authorizing Signature (original signature):	Appointing 9	Signate	onv			
Authorizing Signature (original Signature).	Dan Strauss	, griati	oi y.			
	City Counciln	nembe	er			
1) (1						
Jan Strangs						
<i>O</i>						
Date Signed (appointed):						
4/27/2021						

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

JANELL T ECKRICH

COMMUNITY OUTREACH

Un vers ty of Wash ngton Women's Center Gala Char 2017 & 2018

Un vers ty of Wash ngton Women's Center Program Volunteer

Un vers ty of Wash ngton College of the Bult Envronments Design Crtic

COMMITTEES

Bohl n Cywnsk Jackson Equity Diversity and inclusion Committee Member

ACHIEVEMENTS

1° Woman to rece ve Gl der Plot L cense in South Dakota Private Plot L cense instrument rated Plot L cense

WORK EXPERIENCE

Bohlin Cywinski Jackson Seatte, WA | May 20 9 Present

- Bellevue Fire tation 5 12,000 square foot, fire station for 6 on call firefighters and EM first responders in Clyde Hill.
- Jeannette Rankin Hall Renovation at the University of Montana Master planning, programing and schematic design for the renovation and addition to one of the campus' most significant and recognizable buildings.
- · Hidden Cove Residence Renovation and addition of a prominent Pacific Northwest Modernist home.
- Everlane Ethical and cost transparent clothing store in Austin, TX

BuildingWork Seatte, WA | May 20 6 May 20 9

- Queen Anne Exchange Adaptive reuse project converting a Landmark telephone exchange building into market rate apartments.
- International Apartments Landmark URM apartment building in the International District that received a full seismic retrofit, window replacement and re establishment of original storefront.
- Phi Gamma Delta Fraternity URM UW fraternity that received a seismic retrofit.
- Washington tate Capitol Campus tone facade restoration, window restoration and re roofing of three historic tate Capitol buildings.
- · KCL horeline Library Fixture, furniture and equipment refresh of an existing library.
- Kitsap Regional Library | Bainbridge Island Library | Fixture, furniture and equipment refresh and addition of a new multi purpose room to an existing library.

Weinstein AlU Seatte, WA | February 20 6 May 20 6

 tate Hotel Adaptive reuse and addition to a Landmark 1920's medical office in downtown eattle into a hotel and restaurant.

GGLO Seatte, WA | une 20 5 September 20 5

- · W U Bookstore Renovation Renovation of existing bookstore into student lounge, restaurants and gym.
- Benson Hotel Renovation Fixtures, furniture, and equipment refresh of existing historic Portland Hotel.

Rolluda Architects Seatte, WA | une 20 4 September 20 4

Fourfront Design Inc. Rap d C ty, SD | May 20 3 September 20 3

Xander Architecture Washington, DC | May 20 2 December 20 2

Heavy Constructors d.b.a. Gustafson Builders Rap d C ty, SD | May 20 0 August 20 0

Williams and Associates Architecture Spearf sh, SD | May 2008 August 2008

SELECTED ACADEMIC EXPERIENCE

- Thesis: [RE] | explored the cultural implications and lack of admittance towards Native American history.
 Designed living Native American memorial that tells the story of individual tribes within the urban fabric
- · elected on academic merit to study with Glenn Murcutt | ydney Australia, pring 2014
- Team recipient DC AIA Merit Award 2013 | Faith & Form 2014 tudent Work Award "Tale of the Tongs"
- Team winner of design/build competition for secondary school in anta Rosa, Honduras, CUA Global Briaades
- · Designed and built Panamanian eco cabin, CUA Global Brigades

EDUCATION

Un vers ty of Wash ngton | Seatt e, Wash ngton 20 5 Master of Architecture & Certificate in Urban Design

The Catho c University of America | Washington D.C. 20 3 B. . Architecture and Planning | Cum Laude

Seattle Design Review Boards - March 2021

42 Design Review Board Members: Pursuant to SMC 23.41.008, all members are subject to City Council confirmation, two-year terms that may be re-appointed to a second term:

- 12 City Council-appointed
- 13 Mayor-appointed
- 15 Joint Mayor and Council appointed
- Mayor appointed per SMC 3.51 (Get Engaged)

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
6	М		1.	Local Residential, DT	Bissen, Matthew	4/4/2021	4/3/2023	1	Mayor/ Council
3	М		2.	Local Community, NE	Castaneda, Manuel	4/4/2021	4/3/2023	1	Mayor
6	М		3.	Development, SW	Rosenstock, Scott	4/4/2020	4/3/2022	2	Mayor
6	F		4.	Business/ Landscape, W	Montressor, Jen	4/4/2021	4/3/2023	2	Mayor/ Council
6	F		5.	Local Residential, SW	Lirman, Johanna	4/4/2021	4/3/2023	1	Mayor
6	F		6.	Business/ Landscape, E	van Geldern, Emily	4/4/2020	4/3/2022	1	Mayor/ Council
9	М		7.	Local Community, SE	Colley, Chris	4/4/2020	4/3/2022	2	Mayor
6	М		8.	Development, SE	Germain, Stewart	4/4/2020	4/3/2022	1	Council
6	М		9.	Local Community, NW	Johnson, Brian	4/4/2020	4/3/2022	1	Council
6	F		10.	Local Business, NW	Bogert, Phoebe Erin	4/4/2021	4/3/2023	2	Mayor/ Council
6	F		11.	Design Professional, E	Gage, Gina	4/4/2021	4/3/2023	1	Mayor
6	М		12.	Development, NW	DiJulio, Penn	4/4/2020	4/3/2022	1	Mayor
6	М		13.	Business/ Landscape, DT	Luoma, Aaron	4/4/2020	4/3/2022	2	Mayor/ Council
6	М		14.	Development, E	Bendix, Chris	4/4/2021	4/3/2023	1	Council
6	М		15.	Development, NE	Gunter, Christian	4/4/2020	4/3/2022	1	Council
1	М		16.	Local Community, SW	Cheng, John	4/4/2020	4/3/2022	2	Council
6	М		17.	Design Professional, NE	Rusler, Dan	4/4/2020	4/3/2022	2	Council
6	F		18.	Design Professional, W	Eckrich, Janell T.	4/4/2021	4/3/2023	1	Council
6	М		19.	Local Community, W	Morefield, John	4/4/2020	4/3/2022	2	Mayor
6	F		20.	Development, DT	Dagliano, Carey	4/4/2021	4/3/2023	1	Council
6	М		21.	Business/ Landscape, SW	Cobb, Patrick	4/4/2021	4/3/2023	1	Mayor/ Council
1	F		22.	Design Professional, SE	So, May	4/4/2021	4/3/2023	2	Council
9	F		23.	Design Professional, NW	Watkins, Adrienne	4/4/2021	4/3/2023	1	Mayor

6	М	24.	Local Community, E	Haas, Andrew	4/4/2021	4/3/2022	2	Council
6	F	25.	Local Residential, NW	Rock, Lauren	4/4/2020	4/3/2022	2	Mayor/ Council
6	М	26.	Local Community, DT	Henderson, Jason	4/4/2020	4/3/2022	1	Mayor
6	F	27.	Development, W	Rattray, Tiffany	4/4/2021	4/3/2023	1	Mayor
6	М	28.	Local Residential, NE	Carter, Timothy	4/4/2021	4/3/2023	2	Mayor/ Council
6	М	29.	Design Professional, DT	Palushock, Ed	4/4/2020	4/3/2022	2	Mayor
6	М	30.	Design Professional, SW	Grainger, Alan	4/4/2021	4/3/2023	2	Mayor/ Council
6	М	31.	Business/ Landscape, SE	Bader, David	4/4/2020	4/3/2022	2	Mayor/ Council
6	М	32.	Local Residential, W	Farkas, Allan	4/4/2021	4/3/2023	1	Mayor/ Council
6	М	33.	Local Residential, E	Cannon, Michael R.	4/4/3021	4/3/2023	1	Mayor/ Council
6	М	34	Local Residential, SE	Maier, Daniel	4/4/2021	4/3/2023	2	Mayor/ Council
6	F	35.	Business/ Landscape, NE	Liss, Katharine	4/4/2020	4/3/2022	1	Mayor/ Council
6	F	36.	Get Engaged	Honig, Margaret	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)
5	F	37.	Local Residential, CA	Khosla, Sharon	4/4/2020	4/3/2022	2	Council
2	F	38.	Local Community, CA	Ingram, Ronquesha	4/4/2020	4/3/2022	1	Mayor
6	М	39.	Design Professional, CA	Floor, Jeffrey	4/4/2020	4/3/2022	2	Council
2	М	40.	Development, CA	Pleasant, Kenny	4/4/2020	4/3/2022	2	Mayor
3	F	41.	Business/ Landscape, CA	Garcia, Ana Cristina	4/4/2020	4/3/2022	1	Mayor/ Council
6	М	42.	Get Engaged	Stein, Connor	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)

New Appointments Re-appointments

Vacant

SELF-I	DENT	IFIED [DIVERSITY	CHART	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Men	Women	Transgender	Unknown	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor	9	6	0	0	0	2	1	0	0	10	0	0	2
Council	8	4	0	0	2	0	0	0	1	9	0	0	0
Joint	9	6	0	0	0	0	1	0	0	14	0	0	0
Total	26	16	0	0	2	2	2	0	1	33	0	0	2

Key:

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



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: Appt 01897, Version: 1

Appointment of Allan Farkas as member, Design Review Board, for a term to April 3, 2023.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: Allan Farkas									
Board/Commission Name: West Design Review Board				Position Title: Local Residential Representative					
Appointment <i>OR</i> Reappointment	nent	Council Con Yes No	firmat	ion required?					
Appointing Authority: Council Mayor Other: Joint Mayor & Council	Council 4/8/202			of Position: * 2021 2023 Eving remaining term of a vacant position					
Residential Neighborhood: Queen Anne	Zip Co 9811		Conta	act Phone No.:					
Mr. Farkas is a Registered Architect and of years of professional experience. He was Copeland Architects. His projects have in community centers, and master plans. Throughout his career, Mr. Farkas has we participated in design juries, and has been of the American Institute of Architecture committee. Mr. Farkas has held several to currently volunteers as a visiting critic. Mr. Farkas earned a Bachelor of Arts in Canada Master of Architecture degree from	previo	collaborative pplicant in Sedditionally a positions a of the Enviro	ly, presected by resident by presection by p	sented to community review boards, sented to community review boards, sepermitting process. He is a member member of AIA Seattle's code Iniversity of Washington and from the University of Pennsylvania agton.					
Authorizing Signature (original signature	e):	Appointin		atory:					
Jenny A. Durken		Mayor of							
Authorizing Signature (original signature	e):	Appointing Signatory:							
Dan Stranss		Dan Strau City Counc		ber					

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

EGGLESTON | FARKAS ARCHITECTS

ALLAN FARKAS

ARCHITECT

Registration, State of Washington

EDUCATION

University of Washington, Master of Architecture, 1993 University of Pennsylvania, Bachelor of Arts in Design of the Environment, Magna Cum Laude, 1989

PROFESSIONAL

Eggleston Farkas Architects, Co-Founder, 1999-present

Weinstein Copeland Architects, Project Architect/Designer, 1994-1999

Donner Residence, Mercer Island, Washington

Home of the Year, Seattle Homes and Lifestyles, 1998

Egghead Software Flagship Store, Issaquah, Washington

Solbeck Residence, Seattle, Washington

AIA Honor Award Seattle Chapter, 1997

AIA Honor Award Northwest & Pacific Region, 1999

National Concrete Masonry Foundation/AIA Honor Award, 2000

Photographic Center Northwest Feasibility Study, Seattle, Washington

Sand Point Arts & Culture Coalition Feasibility Study, Seattle, Washington

Northend Jewish Community Center Feasibility Study, Seattle, Washington

Jewish Community Center Master Plan, Mercer Island, Washington

Latini-Kirkendall Architects, Intern, 1993-1994

A.B. Planning, Intern, 1992

The Miller Hull Partnership, Intern, 1992

Hatzerim Woodworking Shop, Carpenter/Cabinetmaker, 1982-1986

HONORS / AFFILIATIONS

Member, American Institute of Architects

Past Member, AIA Seattle Code Committee

Juror, Seattle Design Center's Design Achievement Awards, 2006

Juror, Daily Journal of Commerce/AIA Seattle Project of the Month, 2005

Juror, North Carolina AIA Honor Awards, 2003

Juror, Drachen Foundation International Paper Kite Competition, 2003

TEACHING

University of Washington, Visiting Critic, 1994-Present

University of Washington, Thesis Advisor, 2003-2004

University of Washington, Graduate Design Studio, Instructor, 2002

University of Washington, Graduate Design Studio, Teaching Assistant, 1993

University of Washington, Teaching Assistant in Structures, 1989-1990

AWARDS & PUBLICATIONS

General

Best of Houzz, Houzz.com, 2012

fab40 USA, Wallpaper*, November 2009

Top 50 Northwest Architects, Northwest Home, 2008 & 2009

Seattle's Top Architects, Northwest Home + Garden, November 2006

Seattle 100: The People, Places, and Things that Define Seattle Design, Seattle Homes & Lifestyles, 2006

Design Achievement Award for Architecture, Seattle Design Center + Seattle Homes & Lifestyles, 2005

"Shoptalk", Portrait of Seattle, July 2020

"Expert Tips for Your Next Remodel Project", Seattle Magazine, January 2019

"New Talent - Where is the Next Public Generation?" by David Spiker, Arcade, September 2006

"Big Box: Roughing It in Style" by Sam Grawe, Dwell, December 2002

"21 Visionaries for the 21st Century" by Fred Albert, Seattle Homes & Lifestyles, January-February 2000

Belltown Dental

Project of the Month - AIA Seattle, December 2004

"New Belltown Office Breaks the Dental Mold" by Clair Enlow, Daily Journal of Commerce, 8 December 2004

Boat Bay House

"Living Local" by Lindsey Roberts, Gray Magazine, June/July 2013

Seattle Tour of Architects, 2012

4-Star Rating, BuiltGreen

Brooks Dental Studio

Seattle Tour of Architects, 2012

Project of the Month - AIA Seattle/Daily Journal of Commerce, August 2011

"Dentist, Architect Artfully Transform an Old Garage", Daily Journal of Commerce, 10 August 2011

Merit Award - AIA Southwest Washington 2009 Design Awards

Cavehill Residence

"Affordable Architecture: Great Houses on a Budget", by Stephen Crafti, 2010

"Shoestring Modern" by Susanna Sirefman, 2008

"Emerald Isle, Emerald City" by Peter Sackett, Seattle Metropolitan, April 2006

"25 Houses Under 1500 Square Feet" by James Trulove, 2004

Counterbalance Loft Remodel

"Counterbalance" by Donna Pizzi, Portrait of Seattle, July 2020

Decatur Cabin

AIA Seattle Home of Distinction, May 2017

"Gathering Space" by Nia Martin, Seattle Magazine, May 2017

Fort Ward Bunker House

"The Most Stunning Real Estate Listings of 2019", The Week, December 2019

"West Coast Modern: Architecture, Interiors & Design" by Zahid Sardar & Matthew Millman, 2012

"21st Century Houses: 150 of the World's Best" by Robyn Beaver, 2010

"Lookout Below" by Kathryn Renner, Seattle Homes & Lifestyles, April 2009

"Our Clients..." Arcade, Spring 2005

Gundram Addition

"Passing the Design Torch" by Stacy Kendall, Gray Magazine, April/May 2016

HFACM: House for a Cabinetmaker

Certified, Earth Advantage

"Houses by Design: Whole-House Custom Cabinetry" by Kiley Jacques, Fine Homebuilding, July 2019

Hensel/Jennings Residence

Home of the Year, Seattle Homes & Lifestyles, 2004

"Residential Designs for the 21st Century" by Casey Mathewson, 2007

"International Houses Atlas" by Casey Mathewson, 2007

"Trends - Kitchens & Baths", 2004

Northwest Afternoon, KOMO Seattle, aired 7 September 2004

Hillside House

"Seattle Case Study Homes", Fall 2002

Little Creek Residence

"Through the Lens" by Ken Gutmaker, Fine Homebuilding, Summer 2015

Lopez Cabin

"The New Small House" by Katie Hutchison, 2015

"Ship Shape" by Lindsey Roberts, Gray Magazine, February/March 2012

Mathieson Residence

Honor Award - AIA Northwest and Pacific Region 2002 Awards

Honor Award - AIA Seattle 2001 Honor Awards for Washington Architecture

"West Coast Residential: The Modern and the Contemporary" by Greg Bellerby, 2007

"West Coast Residential" Exhibition at the Architectural and Design Museum, Los Angeles, October-December 2006

"West Coast Residential" Exhibition at the Emily Carr Institute of Art + Design, Vancouver BC, June-August 2003

"25 Houses Under 1500 Square Feet" by James Trulove, 2004

"New Works: 2001 AIA Honor Awards for Washington Architecture" by David Coleman, Arcade, Winter 2001

"Two Homes, Library Top Architects' Awards" by Elizabeth Rhodes, Seattle Post-Intelligencer, 28 October 2001

"AIA Awards Celebrate New School of Simplicity" Daily Journal of Commerce, 24 October 2001

"Old Queen Anne Renewed" by Sheri Olson, Seattle Times Pacific Northwest Magazine, 23 January 2000

"Naughty, Immigrant, Flowers" If Walls Could Talk, HGTV, aired 10 December 1999

Meadow Creek House

Merit Award - AIA Northwest and Pacific Region 2007 Awards

Merit Award - AIA Seattle 2006 Honor Awards for Washington Architecture

"Meadow Creek House" by Nick Allen, Modern Residential Design, 2008

"The New 100 Houses x 100 Architects" by Robyn Beaver, 2007

Methow Cabin

Honor Award - AIA Northwest and Pacific Region 2002 Awards

Citation - AIA Seattle 2001 Honor Awards for Washington Architecture

House of the Month - ArchitecturalRecord.com, October 2003

"Cabins" by Philip Jodido, 2014

"Country Houses: Architecture + Design" by Michelle Galindo, 2011

"Residential Designs for the 21st Century" by Casey Mathewson, 2007

"International Houses Atlas" by Casey Mathewson, 2007

"Small Houses in Nature 2" by Carles Broto, 2007

Umran Magazine, 2006

"XXSmall Houses" by Casey Mathewson, 2005

"The Contemporary Guesthouse: Building in the Garden" by Susanna Sirefman, 2005

"Architecture Highlights, Volume 3" by Shanglin A&C Publishing, 2004

"25 Houses Under 1500 Square Feet" by James Trulove, 2004

"Houses We Love: Walking in a Winter Wonderland" by Lydia Lee, Dwell, January/February 2003

"Coastal Retreats" by Linda Leigh Paul, 2002

"AIA Awards Celebrate New School of Simplicity" Daily Journal of Commerce, 24 October 2001 "New Work: Three Emerging Firms" Arcade, Autumn 2001

Morley Residence

"Balancing Act" by Thea Nyberg, Seattle Homes & Lifestyles, February 2005

Nighthawk Retreat

Sustainable Merit Award – 2010 Excellence in Concrete Construction Awards Residential Structures Award - 2010 Excellence in Concrete Construction Awards Honorable Mention – CRSI 2010 Design Awards "Building with Concrete", Seattle Daily Journal of Commerce, 30 April 2010 "Country Houses: Architecture + Design" by Michelle Galindo, 2011 "21st Century Houses: 150 of the World's Best" by Robyn Beaver, 2010

Parks Residence

"21st Century Architecture: Apartment Living" by Beth Browne, 2011

1st Place Remodel (with Hensel Design Studios, Interior Design) - 2005 Northwest Design Awards
"Urban Update" by Brangien Davis, Northwest Home + Garden, November/December 2005

Port Hadlock Cabin

House of the Month - ArchitecturalRecord.com, October 2003 "21st Century Beach Houses", by Chris Wyness, 2010 "Small Houses in Nature 2" by Carles Broto, 2007 "Beach Houses" by Casey Mathewson,, 2006 Umran Magazine, October 2005 "Coastal Retreats" by Linda Leigh Paul, 2002

Seola Beach House

Home of the Year, Seattle Homes & Lifestyles, 2006 "The World's Best Beach Houses" by Mandy Herbert, 2012 "Breaking Ground" by Jeremiah Eck, 2010 "21st Century Beach Houses", by Chris Wyness, 2010 "Beach Houses" by Casey Mathewson, 2006

Shoofly Pie Company

"Pie Time" by Bethany Jean Clement, The Stranger, 14 November 2007

View Ridge Mid Century Remodel

AIA Seattle Home of Distinction, January 2019

"Inside a View Ridge Midcentury Makeover" by Jennifer Pinto, Seattle Magazine, January 2019

Seattle Design Review Boards - March 2021

42 Design Review Board Members: Pursuant to SMC 23.41.008, all members are subject to City Council confirmation, two-year terms that may be re-appointed to a second term:

- 12 City Council-appointed
- 13 Mayor-appointed
- 15 Joint Mayor and Council appointed
- 2 Mayor appointed per SMC 3.51 (Get Engaged)

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
6	М		1.	Local Residential, DT	Bissen, Matthew	4/4/2021	4/3/2023	1	Mayor/ Council
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6	М		12.	Development, NW	DiJulio, Penn	4/4/2020	4/3/2022	1	Mayor
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1	М		16.	Local Community, SW	Cheng, John	4/4/2020	4/3/2022	2	Council
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6	F		18.	Design Professional, W	Eckrich, Janell T.	4/4/2021	4/3/2023	1	Council
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6	F		20.	Development, DT	Dagliano, Carey	4/4/2021	4/3/2023	1	Council
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6	М	24.	Local Community, E	Haas, Andrew	4/4/2021	4/3/2022	2	Council
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6	М	30.	Design Professional, SW	Grainger, Alan	4/4/2021	4/3/2023	2	Mayor/ Council
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6	М	32.	Local Residential, W	Farkas, Allan	4/4/2021	4/3/2023	1	Mayor/ Council
6	М	33.	Local Residential, E	Cannon, Michael R.	4/4/3021	4/3/2023	1	Mayor/ Council
6	М	34	Local Residential, SE	Maier, Daniel	4/4/2021	4/3/2023	2	Mayor/ Council
6	F	35.	Business/ Landscape, NE	Liss, Katharine	4/4/2020	4/3/2022	1	Mayor/ Council
6	F	36.	Get Engaged	Honig, Margaret	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)
5	F	37.	Local Residential, CA	Khosla, Sharon	4/4/2020	4/3/2022	2	Council
2	F	38.	Local Community, CA	Ingram, Ronquesha	4/4/2020	4/3/2022	1	Mayor
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2	М	40.	Development, CA	Pleasant, Kenny	4/4/2020	4/3/2022	2	Mayor
3	F	41.	Business/ Landscape, CA	Garcia, Ana Cristina	4/4/2020	4/3/2022	1	Mayor/ Council
6	М	42.	Get Engaged	Stein, Connor	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)

New Appointments Re-appointments

Vacant

SELF-I	DENT	IFIED D	DIVERSITY	CHART	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Men	Women	Transgender	Unknown	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor	9	6	0	0	0	2	1	0	0	10	0	0	2
Council	8	4	0	0	2	0	0	0	1	9	0	0	0
Joint	9	6	0	0	0	0	1	0	0	14	0	0	0
Total	26	16	0	0	2	2	2	0	1	33	0	0	2

Key:

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



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: Appt 01898, Version: 1

Appointment of Gina Gage as member, Design Review Board, for a term to April 3, 2023.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: Gina Gage									
Board/Commission Name:			Position Title:						
East Design Review Board			Design Professional						
Appointment <i>OR</i> Reappointment	City Council Yes No	Confir	rmation required?						
Appointing Authority:	Term of Pos	ition: '	*						
City Council	4/4/2021								
Mayor Mayor	to 4/3/2023								
Other: Fill in appointing authority	4/3/2023								
	☐ Serving rei	maining	g term of a vacant position						
Residential Neighborhood:	Zip Code:		act Phone No.:						
Admiral	98126								
Background: Ms. Gage is a Registered Architect with nearly ten years of professional experience. She currently works as a Project Manager and Project Architect at Hybrid architecture, focusing on multifamily projects. She is additionally a small business owner of Yes Architecture, which specializes in backyard cottages, single-family residences, interior renovation, residential small lot development, and feasibility studies. Previously, Ms. Gage was an Architect at Perkins+Will in Seattle, and Behnisch Architekten and Hermann + Oettl Architects, both in Munich. Her career has focused on design-centric roles, including city design and land use approvals, design development and construction documents, and public and private projects. Ms. Gage earned a Bachelor of Science degree in geobiology at the California Institute of Technology, followed by a Master of Architecture degree from Washington University.									
Authorizing Signature (original signature):	Appointing S Jenny A. Dur		ory:						
Jenny A. Durken									
Date Signed (appointed): 4/8/2021	Mayor of Seattle								

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

GINA GAGE



Hybrid Architecture

Project Manager and Project Architect
09.2017 - current | Seattle WA
As part of this nimble team, I work on multifamily projects
guiding them from feasibility through design review, MUP
submission, BP submission and construction.

Perkins + Will

ARCH II

08.2015 - 8.2017 | Seattle WA

As part of design teams, I worked on design centric roles, toward city design and land use approvals, design development and construction documents sets.

Behnisch Architekten

Architect

03.2013 - 06.2015 | Munich, Germany

Public and private projects on stages from competition drawings to construction documents.

Hermann + Oettl Architects

Master Architect

09.2012 - 02.2013 | Munich, Germany

Competition teams for local and international project pursuits.

Creative Exchange Lab

Designer

06.2011 - 06.2012 | St. Louis MO

During my time at CEL, I worked on design, coordination, management and construction of installations.

SUMMER INTERNSHIPS

2010 Springboard Design | Pittsburgh PA
2009 Axi-Ome | St. Louis MO
2009 Ghost Laboratory Workshop | MacKay Lyons Sweetapple
Architects | Nova Scotia

STUDY

Washington University in St Louis

Master of Architecture with honors

08.2008 - 12.2011

2012 Teaching Assistant | Graduate Design Thinking

2012 Building Envelope Technology - Adaptive Reuse

2011 Graphic Representation Teaching Assistant

2011 Steedman Travel Prize - 2nd Place

2010 Buenos Aires Studio

2010 Helsinki Studio

California Institute of Technology

Bachelor of Science in Geobiology, Minor in English 09.2004 - 06.2008

2008, 2007 Earth and Environment Teaching Assistant 2007 Monticello Fellowship for Architectural studies

EXTRAS

2020 Admiral Neighborhood Association Representative
2019 WSU Graduate Summer Studio Instructor - Hybrid
2017 Bellevue College Lecturer in Architectural Graphics
2017 National Innovation Grant Recipient- Perkins Will
2016 Toastmasters Speaking Club President
2016 WSU Undergraduate Studio Coordinator - Perkins Will

CREDENTIALS

2018 Registered Architect Washington State 2015 LEED AP BD+C

SPEAK

Seattle Design Review Boards - March 2021

42 Design Review Board Members: Pursuant to SMC 23.41.008, all members are subject to City Council confirmation, two-year terms that may be re-appointed to a second term:

- 12 City Council-appointed
- 13 Mayor-appointed
- 15 Joint Mayor and Council appointed
- 2 Mayor appointed per SMC 3.51 (Get Engaged)

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
6	М		1.	Local Residential, DT	Bissen, Matthew	4/4/2021	4/3/2023	1	Mayor/ Council
3	М		2.	Local Community, NE	Castaneda, Manuel	4/4/2021	4/3/2023	1	Mayor
6	М		3.	Development, SW	Rosenstock, Scott	4/4/2020	4/3/2022	2	Mayor
6	F		4.	Business/ Landscape, W	Montressor, Jen	4/4/2021	4/3/2023	2	Mayor/ Council
6	F		5.	Local Residential, SW	Lirman, Johanna	4/4/2021	4/3/2023	1	Mayor
6	F		6.	Business/ Landscape, E	van Geldern, Emily	4/4/2020	4/3/2022	1	Mayor/ Council
9	М		7.	Local Community, SE	Colley, Chris	4/4/2020	4/3/2022	2	Mayor
6	М		8.	Development, SE	Germain, Stewart	4/4/2020	4/3/2022	1	Council
6	М		9.	Local Community, NW	Johnson, Brian	4/4/2020	4/3/2022	1	Council
6	F		10.	Local Business, NW	Bogert, Phoebe Erin	4/4/2021	4/3/2023	2	Mayor/ Council
6	F		11.	Design Professional, E	Gage, Gina	4/4/2021	4/3/2023	1	Mayor
6	М		12.	Development, NW	DiJulio, Penn	4/4/2020	4/3/2022	1	Mayor
6	М		13.	Business/ Landscape, DT	Luoma, Aaron	4/4/2020	4/3/2022	2	Mayor/ Council
6	М		14.	Development, E	Bendix, Chris	4/4/2021	4/3/2023	1	Council
6	М		1 5.	Development, NE	Gunter, Christian	4/4/2020	4/3/2022	1	Council
1	М		16.	Local Community, SW	Cheng, John	4/4/2020	4/3/2022	2	Council
6	М		17.	Design Professional, NE	Rusler, Dan	4/4/2020	4/3/2022	2	Council
6	F		18.	Design Professional, W	Eckrich, Janell T.	4/4/2021	4/3/2023	1	Council
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6	М		21.	Business/ Landscape, SW	Cobb, Patrick	4/4/2021	4/3/2023	1	Mayor/ Council
1	F		22.	Design Professional, SE	So, May	4/4/2021	4/3/2023	2	Council
9	F		23.	Design Professional, NW	Watkins, Adrienne	4/4/2021	4/3/2023	1	Mayor

6	М	24.	Local Community, E	Haas, Andrew	4/4/2021	4/3/2022	2	Council
6	F	25.	Local Residential, NW	Rock, Lauren	4/4/2020	4/3/2022	2	Mayor/ Council
6	М	26.	Local Community, DT	Henderson, Jason	4/4/2020	4/3/2022	1	Mayor
6	F	27.	Development, W	Rattray, Tiffany	4/4/2021	4/3/2023	1	Mayor
6	М	28.	Local Residential, NE	Carter, Timothy	4/4/2021	4/3/2023	2	Mayor/ Council
6	М	29.	Design Professional, DT	Palushock, Ed	4/4/2020	4/3/2022	2	Mayor
6	М	30.	Design Professional, SW	Grainger, Alan	4/4/2021	4/3/2023	2	Mayor/ Council
6	М	31.	Business/ Landscape, SE	Bader, David	4/4/2020	4/3/2022	2	Mayor/ Council
6	М	32.	Local Residential, W	Farkas, Allan	4/4/2021	4/3/2023	1	Mayor/ Council
6	М	33.	Local Residential, E	Cannon, Michael R.	4/4/3021	4/3/2023	1	Mayor/ Council
6	М	34	Local Residential, SE	Maier, Daniel	4/4/2021	4/3/2023	2	Mayor/ Council
6	F	35.	Business/ Landscape, NE	Liss, Katharine	4/4/2020	4/3/2022	1	Mayor/ Council
6	F	36.	Get Engaged	Honig, Margaret	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)
5	F	37.	Local Residential, CA	Khosla, Sharon	4/4/2020	4/3/2022	2	Council
2	F	38.	Local Community, CA	Ingram, Ronquesha	4/4/2020	4/3/2022	1	Mayor
6	М	39.	Design Professional, CA	Floor, Jeffrey	4/4/2020	4/3/2022	2	Council
2	М	40.	Development, CA	Pleasant, Kenny	4/4/2020	4/3/2022	2	Mayor
3	F	41.	Business/ Landscape, CA	Garcia, Ana Cristina	4/4/2020	4/3/2022	1	Mayor/ Council
6	М	42.	Get Engaged	Stein, Connor	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)

New Appointments Re-appointments

Vacant

SELF-I	DENT	IFIED D	DIVERSITY	CHART	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Men	Women	Transgender	Unknown	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor	9	6	0	0	0	2	1	0	0	10	0	0	2
Council	8	4	0	0	2	0	0	0	1	9	0	0	0
Joint	9	6	0	0	0	0	1	0	0	14	0	0	0
Total	26	16	0	0	2	2	2	0	1	33	0	0	2

Key:

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



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: Appt 01899, Version: 1

Appointment of Johanna Lirman as member, Design Review Board, for a term to April 3, 2023.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name:					
Johanna Lirman					
Board/Commission Name:			Position Title:		
Southwest Design Review Board			Local Residential Representative		
	City Council	Confir	mation required?		
Appointment OR Reappointment	Yes No				
Appointing Authority:	Term of Pos	ition: '	*		
City Council	4/4/2021				
Mayor	to				
Other: Fill in appointing authority	4/3/2023				
	│ │	mainino	g term of a vacant position		
Residential Neighborhood:	Zip Code:		act Phone No.:		
North Admiral	98116				
Background:					
Ms. Lirman is a Project Architect and Project M	anager at We	ber Tho	ompson. She previously worked as a		
Project Architect and Project Manager at ARC A			9		
Architects, both in Seattle, in addition to holding	g Architectur	al Desig	gn Internships in Oregon and Tokyo.		
Ms. Lirman earned a Bachelor of Arts degree in Architecture degree from the University of Ore		om Wh	nitman College and a Master of		
As a professional, Ms. Lirman has worked on m in Seattle, including projects focused on provid Mt. Baker Village Apartments and The Opportu	ing affordable	housir	ng opportunities in urban hubs such as		
	Τ				
Authorizing Signature (original signature):	Appointing		ory:		
Jenny A. Durken	Jenny A. Dui				
Jenny 4. Wurken	Mayor of Se	attle			
<i>()</i>					
Date Signed (appointed):					
4/8/2021					

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

Johanna Lirman



Work Experience

March 2020 - Present

Weber Thompson, Seattle, WA - Project Architect / Project Manager

- Opportunity Center at Othello Square: Mixed use 7-story community engagement project.
- Involvement in various groups promoting culture, equity, & diversity throughout the firm.

2015 - 2019

ARC Architects, Seattle, WA - Project Architect / Project Manager

- Lynnwood Neighborhood Center: Recreational center for community members & providers.
- The McClellan: Mixed-use 4-story building with low-income housing component.
- Mount Baker Village: Renovation & additions to existing low-income community.

2014 - 2015

Hinge Architects, Seattle, WA - Architectural Designer

Miscellaneous single family housing projects, both renovation & new design.

Summer 2014

BOORA Architects, Portland, OR - Architectural Design Intern

Summer 2013

Tetsuo Kobori Architects, Tokyo, Japan - Architectural Design Intern

Education

2011 - 2014

University of Oregon, Portland & Eugene, OR - Master of Architecture

2005 - 2008

Whitman College, Walla Walla, WA - Bachelor of Arts in Economics

Other

- Seattle Design Festival, Relmagine in Color, 2020
- Seattle Design Festival, Power of Perspective, 2017
- Public Engagement Installation Project, "Bridging," 2014
- Study Abroad: Meiji University, Tokyo, Japan, 2013

References available upon request.

Seattle Design Review Boards - March 2021

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- 13 Mayor-appointed
- 15 Joint Mayor and Council appointed
- 2 Mayor appointed per SMC 3.51 (Get Engaged)

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
6	М		1.	Local Residential, DT	Bissen, Matthew	4/4/2021	4/3/2023	1	Mayor/ Council
3	М		2.	Local Community, NE	Castaneda, Manuel	4/4/2021	4/3/2023	1	Mayor
6	М		3.	Development, SW	Rosenstock, Scott	4/4/2020	4/3/2022	2	Mayor
6	F		4.	Business/ Landscape, W	Montressor, Jen	4/4/2021	4/3/2023	2	Mayor/ Council
6	F		5.	Local Residential, SW	Lirman, Johanna	4/4/2021	4/3/2023	1	Mayor
6	F		6.	Business/ Landscape, E	van Geldern, Emily	4/4/2020	4/3/2022	1	Mayor/ Council
9	М		7.	Local Community, SE	Colley, Chris	4/4/2020	4/3/2022	2	Mayor
6	М		8.	Development, SE	Germain, Stewart	4/4/2020	4/3/2022	1	Council
6	М		9.	Local Community, NW	Johnson, Brian	4/4/2020	4/3/2022	1	Council
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6	М		14.	Development, E	Bendix, Chris	4/4/2021	4/3/2023	1	Council
6	М		15.	Development, NE	Gunter, Christian	4/4/2020	4/3/2022	1	Council
1	М		16.	Local Community, SW	Cheng, John	4/4/2020	4/3/2022	2	Council
6	М		17.	Design Professional, NE	Rusler, Dan	4/4/2020	4/3/2022	2	Council
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6	М		21.	Business/ Landscape, SW	Cobb, Patrick	4/4/2021	4/3/2023	1	Mayor/ Council
1	F		22.	Design Professional, SE	So, May	4/4/2021	4/3/2023	2	Council
9	F		23.	Design Professional, NW	Watkins, Adrienne	4/4/2021	4/3/2023	1	Mayor

6	М	24.	Local Community, E	Haas, Andrew	4/4/2021	4/3/2022	2	Council
6	F	25.	Local Residential, NW	Rock, Lauren	4/4/2020	4/3/2022	2	Mayor/ Council
6	М	26.	Local Community, DT	Henderson, Jason	4/4/2020	4/3/2022	1	Mayor
6	F	27.	Development, W	Rattray, Tiffany	4/4/2021	4/3/2023	1	Mayor
6	М	28.	Local Residential, NE	Carter, Timothy	4/4/2021	4/3/2023	2	Mayor/ Council
6	М	29.	Design Professional, DT	Palushock, Ed	4/4/2020	4/3/2022	2	Mayor
6	М	30.	Design Professional, SW	Grainger, Alan	4/4/2021	4/3/2023	2	Mayor/ Council
6	М	31.	Business/ Landscape, SE	Bader, David	4/4/2020	4/3/2022	2	Mayor/ Council
6	М	32.	Local Residential, W	Farkas, Allan	4/4/2021	4/3/2023	1	Mayor/ Council
6	М	33.	Local Residential, E	Cannon, Michael R.	4/4/3021	4/3/2023	1	Mayor/ Council
6	М	34	Local Residential, SE	Maier, Daniel	4/4/2021	4/3/2023	2	Mayor/ Council
6	F	35.	Business/ Landscape, NE	Liss, Katharine	4/4/2020	4/3/2022	1	Mayor/ Council
6	F	36.	Get Engaged	Honig, Margaret	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)
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2	F	38.	Local Community, CA	Ingram, Ronquesha	4/4/2020	4/3/2022	1	Mayor
6	М	39.	Design Professional, CA	Floor, Jeffrey	4/4/2020	4/3/2022	2	Council
2	М	40.	Development, CA	Pleasant, Kenny	4/4/2020	4/3/2022	2	Mayor
3	F	41.	Business/ Landscape, CA	Garcia, Ana Cristina	4/4/2020	4/3/2022	1	Mayor/ Council
6	М	42.	Get Engaged	Stein, Connor	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)

New Appointments Re-appointments

Vacant

SELF-I	DENT	IFIED [DIVERSITY	CHART	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Men	Women	Transgender	Unknown	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor	9	6	0	0	0	2	1	0	0	10	0	0	2
Council	8	4	0	0	2	0	0	0	1	9	0	0	0
Joint	9	6	0	0	0	0	1	0	0	14	0	0	0
Total	26	16	0	0	2	2	2	0	1	33	0	0	2

Key:

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



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: Appt 01900, Version: 1

Appointment of Adrienne Watkins as member, Design Review Board, for a term to April 3, 2023.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: Adrienne Watkins									
Board/Commission Name:		Position Title:							
Northwest Design Review Board		Design Professional							
	City Council Co	onfirmation required?							
Appointment <i>OR</i> Reappointment									
	∐ No								
Appointing Authority:	Term of Position: *								
City Council	4/4/2021								
Mayor	to 4/3/2023								
Other: Fill in appointing authority	4, 3, 2023								
	☐ Serving remaining term of a vacant position								
Residential Neighborhood:	Zip Code: Contact Phone No.:								
Ballard	98117								
Ms. Watkins is a trained Architect currently taking a hiatus from her professional career while raising young family. She was most recently employed as a Project Architect at Weinstein AlU, working on affordable and market rate mixed-use and multifamily projects. Her experience includes preparing materials for and presenting designs to multiple Design Review Boards across the city and region. Ms. Watkins has over ten years of professional experience in Seattle. She was additionally employed at Zimmer Gunsul Frasca Architects, where she was on the design team for a higher education engineering research building from schematic design through construction. Ms. Watkins earned a Bachelor of Architecture degree from the University of California followed by a Master of Architecture degree from the University of Washington. As a professional, Ms. Watkins has given back by mentoring students at the University of Washington and participating in the ACE Mentorship program.									
Authorizing Signature (original signature): Jenny A. Durken Date Signed (appointed): 4/8/2021	Appointing Sig Jenny A. Durko Mayor of Seat	in							

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

Adrienne Watkins



EXPERIENCE

Weinstein A|U Architects + Urban Designers LLC, Seattle, WA — Architect

MARCH 2012 - JULY 2018

Project Architect and Project Manager for new construction projects, including mixed-use multifamily housing and recreational facilities. Managed projects for developers and non-profit clients from schematic design through entitlement and construction.

Zimmer Gunsul Frasca Architects LLP, Seattle, WA — *Architectural Intern*

FULL TIME: JULY 2007 - AUGUST 2009 | INTERN DURING GRADUATE SCHOOL: FEB 2010 - AUGUST 2011

Design team on a higher education engineering research building from schematic design through construction. Assisted in preparation of construction documents and design review documents, performed code research, consultant coordination, and construction administration.

EDUCATION

University of Washington — MA, Architecture

2009 - 2011

Thesis Prize 2011-2012 Recipient

International Study: Chandigarh College of Architecture, India — Winter 2011

University of California, Berkeley — BA, Architecture, Minor in City and Regional Planning

2003 - 2007

Graduated with High Honors

International Study: Universita di Ferrara, Italy — Fall 2006

RELEVANT PROJECTS

501 Rainier Supportive Housing — Expected completion 2020

Project Manager for 105-unit supportive housing project for the non-profit Plymouth Housing Group from schematic design through construction documents. Program included social services, community spaces and retail. Project presented and reviewed by Southwest Design Review Board.

Mio Apartments— Completion 2017

Project Architect for 41-unit mixed-use multifamily housing project in Roosevelt neighborhood from schematic design through construction. Project presented and reviewed by Northeast Design Review Board.

Mercerwood Shore Club — Completion 2016

Project designer for new 2-story facility and pool grounds for private recreation club on Mercer Island, from Programming through Construction. Project presented and reviewed through Mercer Island Design Review Process

Seattle Design Review Boards - March 2021

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6	М	30.	Design Professional, SW	Grainger, Alan	4/4/2021	4/3/2023	2	Mayor/ Council
6	М	31.	Business/ Landscape, SE	Bader, David	4/4/2020	4/3/2022	2	Mayor/ Council
6	М	32.	Local Residential, W	Farkas, Allan	4/4/2021	4/3/2023	1	Mayor/ Council
6	М	33.	Local Residential, E	Cannon, Michael R.	4/4/3021	4/3/2023	1	Mayor/ Council
6	М	34	Local Residential, SE	Maier, Daniel	4/4/2021	4/3/2023	2	Mayor/ Council
6	F	35.	Business/ Landscape, NE	Liss, Katharine	4/4/2020	4/3/2022	1	Mayor/ Council
6	F	36.	Get Engaged	Honig, Margaret	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)
5	F	37.	Local Residential, CA	Khosla, Sharon	4/4/2020	4/3/2022	2	Council
2	F	38.	Local Community, CA	Ingram, Ronquesha	4/4/2020	4/3/2022	1	Mayor
6	М	39.	Design Professional, CA	Floor, Jeffrey	4/4/2020	4/3/2022	2	Council
2	М	40.	Development, CA	Pleasant, Kenny	4/4/2020	4/3/2022	2	Mayor
3	F	41.	Business/ Landscape, CA	Garcia, Ana Cristina	4/4/2020	4/3/2022	1	Mayor/ Council
6	М	42.	Get Engaged	Stein, Connor	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)

New Appointments Re-appointments

Vacant

SELF-I	DENT	IFIED [DIVERSITY	CHART	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Men	Women	Transgender	Unknown	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor	9	6	0	0	0	2	1	0	0	10	0	0	2
Council	8	4	0	0	2	0	0	0	1	9	0	0	0
Joint	9	6	0	0	0	0	1	0	0	14	0	0	0
Total	26	16	0	0	2	2	2	0	1	33	0	0	2

Key:

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



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: Appt 01901, Version: 1

Reappointment of Phoebe Erin Bogert as member, Design Review Board, for a term to April 3, 2023.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: Phoebe Erin Bogert												
Board/Commission Name:				Position Title:								
Northwest Design Review Board				Landscape Professional								
		Council Con	firmat	ion required?								
Appointment <i>OR</i> Reappoint	ment	Yes No										
Appointing Authority:	Date	Appointed:	Term	of Position: *								
Council	4/8/2	021	4/4/2	021								
Mayor			to									
Other: Joint Mayor & Council			4/3/2	023								
			☐ Ser	rving remaining term of a vacant position								
Residential Neighborhood:	Zip Co	ode:	Conta	act Phone No.:								
Phinney Ridge	98107	7										
Ms. Bogert is a licensed Landscape Architect with ten years of experience working in the Northwest. She is currently a Principal at PLACE. Her work reflects artful and ecologically sensitive design aimed to foster strong economic developments, healthy neighborhoods, and vibrant communities. The projects she has worked on vary in scale from grassroots work with local, traditionally underserved communities, public engagement focused projects, and design innovation. Ms. Bogert lives in Phinney Ridge. She earned a Master of Landscape Architecture degree from the University of Washington and a Bachelor of Arts in Art and Environmental Studies from Pitzer College Claremont in California. She demonstrates a commitment to the betterment of the public realm by advocating for green, people oriented, and contextually responsive projects, and by presenting at the ASLA Conference and UW College of Built Environments.												
Authorizing Signature (original signature	e):	Appointin		atory:								
Jenny A. Durken	$\langle \ \ \rangle$	Jenny A. D										
Jenny		Mayor of	Seattle									
Authorizing Signature (original signature	e):	Appointin	g Signa	atory:								
		Dan Strau	SS									
Dan Stranss		City Cound	cilmem	ber								

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

Phoebe Erin Bogert

Curriculum Vitae 2018

Education

Master of Landscape Architecture University of Washington 2006

The Working River: Green Infrastructures for a Healthy Duwamish Jones and Jones Field School 2004

Bachelors of Arts, Art and Environmental Studies Pitzer College Claremont, California 1998

Experience

PLACE, Principal 2012 – present

Mithun, Associate 2006 –2012

Department of Landscape Architecture, Teaching + Research Assistant, University of Washington 2004, 2005

Artist-in-Residence, Fundacion "La Caixa", Barcelona, Spain 2001-2002

World Studio Foundation, New York, New York 1999-2000

Accreditation

Registered Landscape Architect in Washington & Oregon

Engagement

Speaking Engagements ASLA Conference, UW College of Built Environments

Public Art Selection Panels, Seattle Office of Arts & Culture

Exhibition Curation, Threshold Gallery

Selected Projects

Prairie Line Trail, City of Tacoma/University of Washington | Tacoma, WA

Burke Gilman Trail, University of Washington | Seattle, WA

Gateway Discovery Park, Portland Parks & Recreation | Portland, OR

Harper's Playground, Portland Parks & Recreation | Portland, OR

Gemenskap Park | Seattle, Washington

Summit Slope Park | Seattle, Washington

Seven Hills Parks | Seattle, Washington

Washington Park Master Plan, Portland and Parks & Recreation | Portland, OR

Halprin's Open Space Sequence, Portland Parks & Recreation/The Halprin

Conservancy | Portland, OR

Microsoft Buildings 40 + 41, 42 + 43 | Redmond, WA

Knight Campus for Accelerating Scientific Impact, University of Oregon | Eugene, OR

Shoreline Community and Aquatics Center, City of Shoreline | Shoreline, WA

Camp Properties and Programs Master Plan | Girl Scouts of Western Washington

Shoin jinja Community Workshop, Kotobuki Corporation | Tokyo, Japan

Totem Lake Urban Center Enhancement Plan and Transportation Network Study, City

of Kirkland | Kirkland, WA

Greening Concord, Concord International Elementary School/Seattle Parks

Foundation | Seattle, WA

Early Learning Village | Louisiana Children's Museum | City Park, New Orleans, Louisiana

Seattle Design Review Boards - March 2021

42 Design Review Board Members: Pursuant to SMC 23.41.008, all members are subject to City Council confirmation, two-year terms that may be re-appointed to a second term:

- 12 City Council-appointed
- 13 Mayor-appointed
- 15 Joint Mayor and Council appointed
- Mayor appointed per SMC 3.51 (Get Engaged)

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
6	М		1.	Local Residential, DT	Bissen, Matthew	4/4/2021	4/3/2023	1	Mayor/ Council
3	М		2.	Local Community, NE	Castaneda, Manuel	4/4/2021	4/3/2023	1	Mayor
6	М		3.	Development, SW	Rosenstock, Scott	4/4/2020	4/3/2022	2	Mayor
6	F		4.	Business/ Landscape, W	Montressor, Jen	4/4/2021	4/3/2023	2	Mayor/ Council
6	F		5.	Local Residential, SW	Lirman, Johanna	4/4/2021	4/3/2023	1	Mayor
6	F		6.	Business/ Landscape, E	van Geldern, Emily	4/4/2020	4/3/2022	1	Mayor/ Council
9	М		7.	Local Community, SE	Colley, Chris	4/4/2020	4/3/2022	2	Mayor
6	М		8.	Development, SE	Germain, Stewart	4/4/2020	4/3/2022	1	Council
6	М		9.	Local Community, NW	Johnson, Brian	4/4/2020	4/3/2022	1	Council
6	F		10.	Local Business, NW	Bogert, Phoebe Erin	4/4/2021	4/3/2023	2	Mayor/ Council
6	F		11.	Design Professional, E	Gage, Gina	4/4/2021	4/3/2023	1	Mayor
6	М		12.	Development, NW	DiJulio, Penn	4/4/2020	4/3/2022	1	Mayor
6	М		13.	Business/ Landscape, DT	Luoma, Aaron	4/4/2020	4/3/2022	2	Mayor/ Council
6	М		14.	Development, E	Bendix, Chris	4/4/2021	4/3/2023	1	Council
6	М		15.	Development, NE	Gunter, Christian	4/4/2020	4/3/2022	1	Council
1	М		16.	Local Community, SW	Cheng, John	4/4/2020	4/3/2022	2	Council
6	М		17.	Design Professional, NE	Rusler, Dan	4/4/2020	4/3/2022	2	Council
6	F		18.	Design Professional, W	Eckrich, Janell T.	4/4/2021	4/3/2023	1	Council
6	М		19.	Local Community, W	Morefield, John	4/4/2020	4/3/2022	2	Mayor
6	F		20.	Development, DT	Dagliano, Carey	4/4/2021	4/3/2023	1	Council
6	М		21.	Business/ Landscape, SW	Cobb, Patrick	4/4/2021	4/3/2023	1	Mayor/ Council
1	F		22.	Design Professional, SE	So, May	4/4/2021	4/3/2023	2	Council
9	F		23.	Design Professional, NW	Watkins, Adrienne	4/4/2021	4/3/2023	1	Mayor

6	М	24.	Local Community, E	Haas, Andrew	4/4/2021	4/3/2022	2	Council
6	F	25.	Local Residential, NW	Rock, Lauren	4/4/2020	4/3/2022	2	Mayor/ Council
6	М	26.	Local Community, DT	Henderson, Jason	4/4/2020	4/3/2022	1	Mayor
6	F	27.	Development, W	Rattray, Tiffany	4/4/2021	4/3/2023	1	Mayor
6	М	28.	Local Residential, NE	Carter, Timothy	4/4/2021	4/3/2023	2	Mayor/ Council
6	М	29.	Design Professional, DT	Palushock, Ed	4/4/2020	4/3/2022	2	Mayor
6	М	30.	Design Professional, SW	Grainger, Alan	4/4/2021	4/3/2023	2	Mayor/ Council
6	М	31.	Business/ Landscape, SE	Bader, David	4/4/2020	4/3/2022	2	Mayor/ Council
6	М	32.	Local Residential, W	Farkas, Allan	4/4/2021	4/3/2023	1	Mayor/ Council
6	М	33.	Local Residential, E	Cannon, Michael R.	4/4/3021	4/3/2023	1	Mayor/ Council
6	М	34	Local Residential, SE	Maier, Daniel	4/4/2021	4/3/2023	2	Mayor/ Council
6	F	35.	Business/ Landscape, NE	Liss, Katharine	4/4/2020	4/3/2022	1	Mayor/ Council
6	F	36.	Get Engaged	Honig, Margaret	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)
5	F	37.	Local Residential, CA	Khosla, Sharon	4/4/2020	4/3/2022	2	Council
2	F	38.	Local Community, CA	Ingram, Ronquesha	4/4/2020	4/3/2022	1	Mayor
6	М	39.	Design Professional, CA	Floor, Jeffrey	4/4/2020	4/3/2022	2	Council
2	М	40.	Development, CA	Pleasant, Kenny	4/4/2020	4/3/2022	2	Mayor
3	F	41.	Business/ Landscape, CA	Garcia, Ana Cristina	4/4/2020	4/3/2022	1	Mayor/ Council
6	М	42.	Get Engaged	Stein, Connor	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)

New Appointments Re-appointments

Vacant

SELF-I	DENT	IFIED D	DIVERSITY	CHART	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Men	Women	Transgender	Unknown	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor	9	6	0	0	0	2	1	0	0	10	0	0	2
Council	8	4	0	0	2	0	0	0	1	9	0	0	0
Joint	9	6	0	0	0	0	1	0	0	14	0	0	0
Total	26	16	0	0	2	2	2	0	1	33	0	0	2

Key:

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



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: Appt 01902, Version: 1

Reappointment of Timothy Carter as member, Design Review Board, for a term to April 3, 2023.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name:											
Timothy Carter											
Board/Commission Name:				Position Title:							
Northeast Design Review Board				Local Residential Representative							
		Council Con	firmat	ion required?							
☐ Appointment <i>OR</i> ☐ Reappoint	ment	Yes									
		⊠ No									
Appointing Authority:	Date A	Appointed:	Term	of Position: *							
Council	4/8/20	021	4/4/2	021							
Mayor			to								
Other: Joint Mayor & Council			4/3/2	023							
			ا ا	ving remaining term of a vacant position							
Residential Neighborhood:	Zip Co	de:		act Phone No.:							
Maple Leaf	98115										
Background:											
Mr. Carter is the Founding Principal of Co	one Arc	hitecture. H	e has p	rofessional experience designing and							
permitting large-scale multifamily project			•								
architect. Originally a designer of townho		•									
larger scale multi-family developments.				•							
His responsibilities as an architect have i				•							
City of Seattle and preparing presentatio	_		_	• •							
Carter voiced that the experience of brin		-		_							
appreciation of the integral role the boar	rd plays	of ensuring	tnat n	ew developments fit respectfully into							
the neighborhood and community.											
		T									
Authorizing Signature (original signature	e):	Appointin		atory:							
Tenny A. Durken		Jenny A. D									
Jenny " hucken		Mayor of	Seattle								
Authorizing Signature (original signature	e):	Appointin	g Signa	atory:							
		Dan Strau	SS								
(1)		City Cound	cilmem	ber							
Lan Strange	` c										
0,1203											

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

TIMOTHY CARTER, AIA

Education

MASTER OF ARCHITECTURE | JUNE 2005 | UNIVERSITY OF WASHINGTON

BACHELOR OF ARTS | MAY 1998 | UNIVERSITY OF SOUTH CAROLINA HONORS COLLEGE

Major: History

Minor: Architectural History

Experience

FOUNDING PRINCIPAL | CONE ARCHITECURE | OCTOBER 2015 - CURRENT

As a founding principal, I am responsible for business development, company vision, and architectural oversight on all of the firm's work. Immediate responsibilities include management of large, multi-family projects, as well as creating company design standards and workflow efficiencies. More broadly, I am accountable for positioning the company as a significant and relevant design firm focused on providing housing that is in tune with the current and future priorities of communities in and around Seattle, WA.

PROJECT ARCHITECT | ALLOY DESIGN GROUP | JUNE 2014-OCTOBER 2015

As a Project Architect, I was responsible for a variety of multi-family projects. My daily duties included both design work as well as project management tasks to ensure that buildings were not only thoughtfully put together but also delivered to clients and agencies clearly and accurately. Typical submittals included Building and Land Use applications and drawing sets, as well as public presentations to the City of Seattle Design Review Board. Additionally, I oversaw and directed the implementation of CAD and BIM office standards for the office.

PROJECT ARCHITECT | CGL COMPANIES | JANUARY 2013-APRIL 2014

I was the architect in residence in Hawaii for CGL as we pursued numerous public projects in the State. Daily activities included performing due diligence of potential sites and programs, coordinating efforts with local architects and engineers, making presentations to project stakeholders, as well as promoting business development in Hawaii.

PROJECT ARCHITECT | DYKEMAN ARCHITECTS | OCTOBER 2010-DECEMBER 2012

As a Project Architect, my work focused on K-12 projects for the cities of Bellingham and Everett school districts. Responsibilities included developing designs and construction documents with an emphasis on providing the initial design concepts to guide the projects. Additionally, I wrote specifications, approved material samples and submittals, provided construction administration services, attended pre-application and permit intake appointments, and met with stakeholders to ensure that projects were aligned with our clients' needs, timelines, and budgets.

PROJECT ARCHITECT | JW ARCHITECTS | MAY 2010-SEPTEMBER 2010

I was one of 2 licensed Project Architects along with Julian Weber in this small, start-up architecture firm, focused primarily on multi-family projects. My responsibilities included developing designs and construction documents for a variety of housing projects, procuring building and master use permits from the City of Seattle Department of Planning and Development, as well as assisting with proposals and presentations to the Seattle Housing Authority. I was responsible for understanding and interpreting local building and land use codes, while planning, designing, and detailing both single family and multi-family homes. I worked with developers, contractors, and building officials on a regular basis to deliver projects on time and on budget, while also remaining sensitive to the needs of families, communities and the environment alike.

INTERN ARCHITECT | FLOISAND STUDIO | JULY 2005-FEBRUARY 2010

As an intern architect, my responsibilities included production of drawings and models through all phases of design and construction; facilitating coordination between architects, engineers and fabricators; as well as providing construction administration services. I worked closely with clients and contractors and managed a variety of projects. I also developed project-specific sustainable design strategies and provided LEED consultation.

INTERN ARCHITECT | DLR GROUP | SEPTEMBER 2000-AUGUST 2014

My first job in an architectural firm exposed me to a variety of building types - from secondary schools and aeronautical laboratories to federal courthouses and county jails. I worked closely with a principal of the firm on several projects and produced large and complex drawing sets for all phases of design and construction. In addition, I developed a command of a variety of design software and frequently served as the technology leader of project teams.

Professional Registrations

LICENSED ARCHITECT | #10057 | STATE OF WASHINGTON
LICENSED ARCHITECT | #15446 | STATE OF HAWAII
ACCREDITED PROFESSIONAL | #10182216 | LEED
CERTIFIED PROFESSIONAL | #131017 | NCARB
ARCHITECT MEMBERSHIP | #38007208 | AIA - SEATTLE

Seattle Design Review Boards - March 2021

42 Design Review Board Members: Pursuant to SMC 23.41.008, all members are subject to City Council confirmation, two-year terms that may be re-appointed to a second term:

- 12 City Council-appointed
- 13 Mayor-appointed
- 15 Joint Mayor and Council appointed
- Mayor appointed per SMC 3.51 (Get Engaged)

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
6	М		1.	Local Residential, DT	Bissen, Matthew	4/4/2021	4/3/2023	1	Mayor/ Council
3	М		2.	Local Community, NE	Castaneda, Manuel	4/4/2021	4/3/2023	1	Mayor
6	М		3.	Development, SW	Rosenstock, Scott	4/4/2020	4/3/2022	2	Mayor
6	F		4.	Business/ Landscape, W	Montressor, Jen	4/4/2021	4/3/2023	2	Mayor/ Council
6	F		5.	Local Residential, SW	Lirman, Johanna	4/4/2021	4/3/2023	1	Mayor
6	F		6.	Business/ Landscape, E	van Geldern, Emily	4/4/2020	4/3/2022	1	Mayor/ Council
9	М		7.	Local Community, SE	Colley, Chris	4/4/2020	4/3/2022	2	Mayor
6	М		8.	Development, SE	Germain, Stewart	4/4/2020	4/3/2022	1	Council
6	М		9.	Local Community, NW	Johnson, Brian	4/4/2020	4/3/2022	1	Council
6	F		10.	Local Business, NW	Bogert, Phoebe Erin	4/4/2021	4/3/2023	2	Mayor/ Council
6	F		11.	Design Professional, E	Gage, Gina	4/4/2021	4/3/2023	1	Mayor
6	М		12.	Development, NW	DiJulio, Penn	4/4/2020	4/3/2022	1	Mayor
6	М		13.	Business/ Landscape, DT	Luoma, Aaron	4/4/2020	4/3/2022	2	Mayor/ Council
6	М		14.	Development, E	Bendix, Chris	4/4/2021	4/3/2023	1	Council
6	М		1 5.	Development, NE	Gunter, Christian	4/4/2020	4/3/2022	1	Council
1	М		16.	Local Community, SW	Cheng, John	4/4/2020	4/3/2022	2	Council
6	М		17.	Design Professional, NE	Rusler, Dan	4/4/2020	4/3/2022	2	Council
6	F		18.	Design Professional, W	Eckrich, Janell T.	4/4/2021	4/3/2023	1	Council
6	М		19.	Local Community, W	Morefield, John	4/4/2020	4/3/2022	2	Mayor
6	F		20.	Development, DT	Dagliano, Carey	4/4/2021	4/3/2023	1	Council
6	М		21.	Business/ Landscape, SW	Cobb, Patrick	4/4/2021	4/3/2023	1	Mayor/ Council
1	F		22.	Design Professional, SE	So, May	4/4/2021	4/3/2023	2	Council
9	F		23.	Design Professional, NW	Watkins, Adrienne	4/4/2021	4/3/2023	1	Mayor

6	М	24.	Local Community, E	Haas, Andrew	4/4/2021	4/3/2022	2	Council
6	F	25.	Local Residential, NW	Rock, Lauren	4/4/2020	4/3/2022	2	Mayor/ Council
6	М	26.	Local Community, DT	Henderson, Jason	4/4/2020	4/3/2022	1	Mayor
6	F	27.	Development, W	Rattray, Tiffany	4/4/2021	4/3/2023	1	Mayor
6	М	28.	Local Residential, NE	Carter, Timothy	4/4/2021	4/3/2023	2	Mayor/ Council
6	М	29.	Design Professional, DT	Palushock, Ed	4/4/2020	4/3/2022	2	Mayor
6	М	30.	Design Professional, SW	Grainger, Alan	4/4/2021	4/3/2023	2	Mayor/ Council
6	М	31.	Business/ Landscape, SE	Bader, David	4/4/2020	4/3/2022	2	Mayor/ Council
6	М	32.	Local Residential, W	Farkas, Allan	4/4/2021	4/3/2023	1	Mayor/ Council
6	М	33.	Local Residential, E	Cannon, Michael R.	4/4/3021	4/3/2023	1	Mayor/ Council
6	М	34	Local Residential, SE	Maier, Daniel	4/4/2021	4/3/2023	2	Mayor/ Council
6	F	35.	Business/ Landscape, NE	Liss, Katharine	4/4/2020	4/3/2022	1	Mayor/ Council
6	F	36.	Get Engaged	Honig, Margaret	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)
5	F	37.	Local Residential, CA	Khosla, Sharon	4/4/2020	4/3/2022	2	Council
2	F	38.	Local Community, CA	Ingram, Ronquesha	4/4/2020	4/3/2022	1	Mayor
6	М	39.	Design Professional, CA	Floor, Jeffrey	4/4/2020	4/3/2022	2	Council
2	М	40.	Development, CA	Pleasant, Kenny	4/4/2020	4/3/2022	2	Mayor
3	F	41.	Business/ Landscape, CA	Garcia, Ana Cristina	4/4/2020	4/3/2022	1	Mayor/ Council
6	М	42.	Get Engaged	Stein, Connor	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)

New Appointments Re-appointments

Vacant

SELF-I	DENT	IFIED [DIVERSITY	CHART	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Men	Women	Transgender	Unknown	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor	9	6	0	0	0	2	1	0	0	10	0	0	2
Council	8	4	0	0	2	0	0	0	1	9	0	0	0
Joint	9	6	0	0	0	0	1	0	0	14	0	0	0
Total	26	16	0	0	2	2	2	0	1	33	0	0	2

Key:

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



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: Appt 01903, Version: 1

Reappointment of Alan Grainger as member, Design Review Board, for a term to April 3, 2023.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name:									
Alan Grainger									
Board/Commission Name:				Position Title:					
Southwest Design Review Board				Design Professional					
		Council Con	firmat	ion required?					
Appointment OR Reappoint	ment	Yes							
		⊠ No							
Appointing Authority:	Date A	Appointed:	Term	of Position: *					
Council	4/8/20	021	4/4/2	021					
Mayor			to						
Other: Joint Mayor & Council			4/3/2	023					
,			_						
				rving remaining term of a vacant position					
Residential Neighborhood:	Zip Co		Conta	act Phone No.:					
Fauntleroy	98126								
Background:									
A recent retiree, Mr. Grainger has 40 year		•							
the firm GGLO, and a Principal at The Bu	_		-						
market rate multifamily housing, including	-	-	-						
renovations, and hotel projects. Mr. Gra									
the Seattle Housing Authority (SHA) and	_	•	_						
the redevelopment of Yesler Terrace, he			ew desi	ign guidelines for the development.					
He currently acts as a design consultant	to SHA.								
Na. Cusingson has somed an hands for so		6 :4	l	and and sixta annualizations. He is					
Mr. Grainger has served on boards for se		-		_					
currently a member of the Board of the I		•	•						
chair of the City of Bainbridge Island Des	_		na cna	ir of the University of Washington					
Rome Center Advisory Board, among oth	ier com	mitments.							
Authorizing Signature (original signature	e):	Appointin	g Signa	atory:					
Jenny A. Durken		Jenny A. D	urkan						
Jenny r. Wurken		Mayor of :	Seattle						
Authorizing Signature (original signature	e):	Appointin	g Signa	atory:					
Constitution (or given signature)	٠,٠	Dan Strau							
		City Counc		har					
		City Count	.iiiiieiii	Del					
Jan Orhanss									

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

ALAN GRAINGER AIA EMERITUS



RESUME

Education

University of Nottingham Bachelor of Arts in Architecture and Environmental Design

University of Washington Master of Architecture

Harvard School of Design, Office of Executive Education Master Planning, Integrated Project Delivery

Architectural Registration (Dormant)

Washington, Oregon, Idaho

Civic Involvement

Board Member, Fauntleroy Community Association

Design Review Board Member (Chair), City of Bainbridge Island

Advisory Board Member (Chair), University of Washington Rome Center

Professional Advisory Council, University of Washington Department of Architecture

Board Member, Plymouth Housing Group

Urban Residential Subcommittee Member, Urban Land Institute

Professional Work Experience

Alan Grainger Design Consultant Current
GGLO, Founding Principal 1986 – 2016
The Bumgardner Architects, Principal 1975 – 1985
Dennis & Partners, London, UK 1973 – 1975

Over the past 40+ years I have been a part of many significant projects in the Pacific. From 2010 until retiring, I led the interdisciplinary master planning team working with the Seattle Housing Authority, that led to the entitlement and redevelopment of Yesler Terrace neighborhood. I also worked with SHA to secure the Federal funding from a Master Plan for High Point in West Seattle. My other work for housing authorities included the redevelopment of both the Greenbridge and Seola Gardens communities for King County Housing Authority. These projects all included the replacement of extremely low-income housing into a denser neighborhood setting that added market rate housing, both for rent and for sale. They often involved community presentations to groups speaking a variety of languages. I continue to provide design consulting services to KCHA.

My work included a variety of urban multifamily projects in both the affordable and market rate categories. These ranged from low-rise townhouse and apartment projects such as Lionsgate in Redmond, to midrise apartments over retail, such as Broadway Crossing for Capitol Hill Housing, and to high-rise apartments such as ASA Flats & Lofts for UNICO, in the Pearl District of Portland. I also led the historic renovation of the Cobb Building in downtown Seattle. In addition to the large-scale master planning efforts and the broad range of housing types, I have been in the leadership role for a variety of small hotel and inn projects throughout the Pacific Northwest, including The Allison Inn and Spa, The Inn at Langley, Friday Harbor House, and Heron Beach Inn at Ludlow Bay.

In the past, I have also served as a Design Advisor to the Portland Development Commission, ensuring that projects involving public investments were of excellent design quality.

Over the years I have volunteered in a variety of ways, serving on Boards for several non-profit, educational or civic organizations. Most recently I have joined the Board of the Fauntleroy Community Association and am completing three terms (3 year) serving the City of Bainbridge Island as Chair of the Design Review Board.

Seattle Design Review Boards - March 2021

42 Design Review Board Members: Pursuant to SMC 23.41.008, all members are subject to City Council confirmation, two-year terms that may be re-appointed to a second term:

- 12 City Council-appointed
- 13 Mayor-appointed
- 15 Joint Mayor and Council appointed
- Mayor appointed per SMC 3.51 (Get Engaged)

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
6	М		1.	Local Residential, DT	Bissen, Matthew	4/4/2021	4/3/2023	1	Mayor/ Council
3	М		2.	Local Community, NE	Castaneda, Manuel	4/4/2021	4/3/2023	1	Mayor
6	М		3.	Development, SW	Rosenstock, Scott	4/4/2020	4/3/2022	2	Mayor
6	F		4.	Business/ Landscape, W	Montressor, Jen	4/4/2021	4/3/2023	2	Mayor/ Council
6	F		5.	Local Residential, SW	Lirman, Johanna	4/4/2021	4/3/2023	1	Mayor
6	F		6.	Business/ Landscape, E	van Geldern, Emily	4/4/2020	4/3/2022	1	Mayor/ Council
9	М		7.	Local Community, SE	Colley, Chris	4/4/2020	4/3/2022	2	Mayor
6	М		8.	Development, SE	Germain, Stewart	4/4/2020	4/3/2022	1	Council
6	М		9.	Local Community, NW	Johnson, Brian	4/4/2020	4/3/2022	1	Council
6	F		10.	Local Business, NW	Bogert, Phoebe Erin	4/4/2021	4/3/2023	2	Mayor/ Council
6	F		11.	Design Professional, E	Gage, Gina	4/4/2021	4/3/2023	1	Mayor
6	М		12.	Development, NW	DiJulio, Penn	4/4/2020	4/3/2022	1	Mayor
6	М		13.	Business/ Landscape, DT	Luoma, Aaron	4/4/2020	4/3/2022	2	Mayor/ Council
6	М		14.	Development, E	Bendix, Chris	4/4/2021	4/3/2023	1	Council
6	М		15.	Development, NE	Gunter, Christian	4/4/2020	4/3/2022	1	Council
1	М		16.	Local Community, SW	Cheng, John	4/4/2020	4/3/2022	2	Council
6	М		17.	Design Professional, NE	Rusler, Dan	4/4/2020	4/3/2022	2	Council
6	F		18.	Design Professional, W	Eckrich, Janell T.	4/4/2021	4/3/2023	1	Council
6	М		19.	Local Community, W	Morefield, John	4/4/2020	4/3/2022	2	Mayor
6	F		20.	Development, DT	Dagliano, Carey	4/4/2021	4/3/2023	1	Council
6	М		21.	Business/ Landscape, SW	Cobb, Patrick	4/4/2021	4/3/2023	1	Mayor/ Council
1	F		22.	Design Professional, SE	So, May	4/4/2021	4/3/2023	2	Council
9	F		23.	Design Professional, NW	Watkins, Adrienne	4/4/2021	4/3/2023	1	Mayor

6	М	24.	Local Community, E	Haas, Andrew	4/4/2021	4/3/2022	2	Council
6	F	25.	Local Residential, NW	Rock, Lauren	4/4/2020	4/3/2022	2	Mayor/ Council
6	М	26.	Local Community, DT	Henderson, Jason	4/4/2020	4/3/2022	1	Mayor
6	F	27.	Development, W	Rattray, Tiffany	4/4/2021	4/3/2023	1	Mayor
6	М	28.	Local Residential, NE	Carter, Timothy	4/4/2021	4/3/2023	2	Mayor/ Council
6	М	29.	Design Professional, DT	Palushock, Ed	4/4/2020	4/3/2022	2	Mayor
6	М	30.	Design Professional, SW	Grainger, Alan	4/4/2021	4/3/2023	2	Mayor/ Council
6	М	31.	Business/ Landscape, SE	Bader, David	4/4/2020	4/3/2022	2	Mayor/ Council
6	М	32.	Local Residential, W	Farkas, Allan	4/4/2021	4/3/2023	1	Mayor/ Council
6	М	33.	Local Residential, E	Cannon, Michael R.	4/4/3021	4/3/2023	1	Mayor/ Council
6	М	34	Local Residential, SE	Maier, Daniel	4/4/2021	4/3/2023	2	Mayor/ Council
6	F	35.	Business/ Landscape, NE	Liss, Katharine	4/4/2020	4/3/2022	1	Mayor/ Council
6	F	36.	Get Engaged	Honig, Margaret	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)
5	F	37.	Local Residential, CA	Khosla, Sharon	4/4/2020	4/3/2022	2	Council
2	F	38.	Local Community, CA	Ingram, Ronquesha	4/4/2020	4/3/2022	1	Mayor
6	М	39.	Design Professional, CA	Floor, Jeffrey	4/4/2020	4/3/2022	2	Council
2	М	40.	Development, CA	Pleasant, Kenny	4/4/2020	4/3/2022	2	Mayor
3	F	41.	Business/ Landscape, CA	Garcia, Ana Cristina	4/4/2020	4/3/2022	1	Mayor/ Council
6	М	42.	Get Engaged	Stein, Connor	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)

New Appointments Re-appointments

Vacant

SELF-I	DENT	IFIED D	DIVERSITY	CHART	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Men	Women	Transgender	Unknown	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor	9	6	0	0	0	2	1	0	0	10	0	0	2
Council	8	4	0	0	2	0	0	0	1	9	0	0	0
Joint	9	6	0	0	0	0	1	0	0	14	0	0	0
Total	26	16	0	0	2	2	2	0	1	33	0	0	2

Key:

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



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: Appt 01904, Version: 1

Reappointment of Daniel Maier as member, Design Review Board, for a term to April 3, 2023.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: Daniel Maier									
Board/Commission Name:				Position Title:					
Southeast Design Review Board				Local Residential Representative					
		Council Con	firmat	ion required?					
☐ Appointment <i>OR</i> ☐ Reappoint	ment	Yes No							
Appointing Authority:	Date /	Appointed:	ppointed: Term of Position: *						
Council	4/8/2	021	4/4/2	021					
Mayor			to						
Other: Joint Mayor & Council			4/3/2	023					
Decidential Naighborhood	7: n Ca	ada.		ving remaining term of a vacant position					
Residential Neighborhood: Othello	Zip Co 98118		Conta	act Phone No.:					
	30110	1							
Background: Mr. Maier is a Project Engineer at PAE in Seattle. He has been active in the building design field for 8 years as a mechanical design engineer, previously working at EYP in Washington, D.C. and Dewberry in Fairfax, VA. Mr. Maier's current projects include the Capitol Hill Transit Oriented Development and Sea-Tac International Arrivals Facility. Mr. Maier earned his Master of Architectural Engineering degree from the Illinois Institute of Technology after receiving a Bachelor of Science degree in Civil Engineering from the University of Central Florida. He is an enthusiastic community builder, actively participating in ACE Mentors Seattle and the American Society of Heating, Refrigeration and Air-Conditioning Engineers (ASHRAE). He lives in the Othello neighborhood.									
Authorizing Signature (original signature	ej:	Appointin		atory:					
Canal . A. Durken	\cdot								
Jenny		Mayor of .	Seattle						
Authorizing Signature (original signature	e):	Appointin	g Signa	atory:					
		Dan Strau	SS						
Dan Stran	22	City Councilmember							

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

DANIEL MAIER

SUMMARY: An enthusiastic professional engineer with an interest in high performance mechanical HVAC building systems, great communication skills, and a passion for architecture, the built environment and community development. EXPERIENCE

PAE – Seattle, WA Project Engineer

07/2017 to Present

 Designed HVAC and Plumbing systems for new construction projects including residential, stadium, higher education and transportation projects. Deployed VRF systems, DOAS heat pump and VAV mechanical systems. Specified high performance plumbing systems and water reclamation systems. Lead and contributed to a diverse team of engineers to create and deliver contract documents for projects that meet and exceed client expectations. Collaborated on creative design solutions with Architects and Owners. Initiated PAE Seattle's participation in ACE Mentors Seattle.

CURRENT PROJECTS

- **Hayward Field Redesign** New construction stadium project for University of Oregon including grandstands, team facilities, laboratory and museum space.
- Capitol Hill Transit Oriented Development Multifamily housing project consisting of four buildings with retail space, community square and parking at the Capitol Hill Sound Transit Station.
- **Sea-Tac International Arrivals Facility** Renovation of an existing facility and incorporation of a new pedestrian bridge and modernization of existing systems.

EYP – Washington, DC Project Engineer

06/2015 to 06/2017

Collaborated with a diverse team of building designers from day one thinking to clash detection. Develop contract documents
including specifications, and Drawings based on coordinated 3D Revit Models. Lead the design team LEED certification effort
as the project LEED Champion for multiple disciplines. Participated in improving company-wide drafting standards and cross
discipline education programs.

NOTABLE PROJECTS

- College of Wooster Ruth W. Williams Hall of Life Sciences Higher education life sciences building consisting of offices, classrooms and of lab space.
- **Grinnell College Humanities & Social Studies Complex •** Higher education humanities building consisting of classrooms, offices, an 8,500 ft² atrium and incorporation and renovation of two historic buildings.

DEWBERRY – Fairfax, VA Graduate Engineer /Project Engineer

06/2011 through 06/2015

 Designed air side and water side HVAC systems for multi-zone VAV tenant fit outs by developing contract documents and Drawings. Calculated building loads using best practices and Trane Trace models for core and shell projects and tenant fitouts. Performed Construction Administration tasks including reviewing submittals, RFI responses and field reviews.

NOTABLE PROJECTS

- Arnold and Porter at 601 Mass Ave Commercial office fit-out with Conference Center, Food Service and Childcare Center
- NPR Headquarters Commercial office fit-out with Food Service, Fitness Center, Broadcast Studios and Data Center

EDUCATION

Illinois Institute of Technology • Chicago, II • Master of Architectural Engineering • May, 2011 University of Central Florida • Orlando, FL • B.S. Civil Engineering • August, 2009

LICENSES AND AWARDS

Professional Engineer, Mechanical – Virginia	01/2015 – Present
Professional Engineer, Mechanical – Washington	09/2018 – Present
LEED AP BD+C	03/2012 – Present
University of Central Florida CECS Valedictorian	2009

ORGANIZATIONS	
ASHRAE	03/2012 – Present
ACE Mentors Seattle	010/2017- Present
EYP Slashers Volleyball Team – Captain	06/2016 – 06/2017

Seattle Design Review Boards - March 2021

42 Design Review Board Members: Pursuant to SMC 23.41.008, all members are subject to City Council confirmation, two-year terms that may be re-appointed to a second term:

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- 13 Mayor-appointed
- 15 Joint Mayor and Council appointed
- Mayor appointed per SMC 3.51 (Get Engaged)

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
6	М		1.	Local Residential, DT	Bissen, Matthew	4/4/2021	4/3/2023	1	Mayor/ Council
3	М		2.	Local Community, NE	Castaneda, Manuel	4/4/2021	4/3/2023	1	Mayor
6	М		3.	Development, SW	Rosenstock, Scott	4/4/2020	4/3/2022	2	Mayor
6	F		4.	Business/ Landscape, W	Montressor, Jen	4/4/2021	4/3/2023	2	Mayor/ Council
6	F		5.	Local Residential, SW	Lirman, Johanna	4/4/2021	4/3/2023	1	Mayor
6	F		6.	Business/ Landscape, E	van Geldern, Emily	4/4/2020	4/3/2022	1	Mayor/ Council
9	М		7.	Local Community, SE	Colley, Chris	4/4/2020	4/3/2022	2	Mayor
6	М		8.	Development, SE	Germain, Stewart	4/4/2020	4/3/2022	1	Council
6	М		9.	Local Community, NW	Johnson, Brian	4/4/2020	4/3/2022	1	Council
6	F		10.	Local Business, NW	Bogert, Phoebe Erin	4/4/2021	4/3/2023	2	Mayor/ Council
6	F		11.	Design Professional, E	Gage, Gina	4/4/2021	4/3/2023	1	Mayor
6	М		12.	Development, NW	DiJulio, Penn	4/4/2020	4/3/2022	1	Mayor
6	М		13.	Business/ Landscape, DT	Luoma, Aaron	4/4/2020	4/3/2022	2	Mayor/ Council
6	М		14.	Development, E	Bendix, Chris	4/4/2021	4/3/2023	1	Council
6	М		15.	Development, NE	Gunter, Christian	4/4/2020	4/3/2022	1	Council
1	М		16.	Local Community, SW	Cheng, John	4/4/2020	4/3/2022	2	Council
6	М		17.	Design Professional, NE	Rusler, Dan	4/4/2020	4/3/2022	2	Council
6	F		18.	Design Professional, W	Eckrich, Janell T.	4/4/2021	4/3/2023	1	Council
6	М		19.	Local Community, W	Morefield, John	4/4/2020	4/3/2022	2	Mayor
6	F		20.	Development, DT	Dagliano, Carey	4/4/2021	4/3/2023	1	Council
6	М		21.	Business/ Landscape, SW	Cobb, Patrick	4/4/2021	4/3/2023	1	Mayor/ Council
1	F		22.	Design Professional, SE	So, May	4/4/2021	4/3/2023	2	Council
9	F		23.	Design Professional, NW	Watkins, Adrienne	4/4/2021	4/3/2023	1	Mayor

6	М	24.	Local Community, E	Haas, Andrew	4/4/2021	4/3/2022	2	Council
6	F	25.	Local Residential, NW	Rock, Lauren	4/4/2020	4/3/2022	2	Mayor/ Council
6	М	26.	Local Community, DT	Henderson, Jason	4/4/2020	4/3/2022	1	Mayor
6	F	27.	Development, W	Rattray, Tiffany	4/4/2021	4/3/2023	1	Mayor
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6	М	29.	Design Professional, DT	Palushock, Ed	4/4/2020	4/3/2022	2	Mayor
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6	М	32.	Local Residential, W	Farkas, Allan	4/4/2021	4/3/2023	1	Mayor/ Council
6	М	33.	Local Residential, E	Cannon, Michael R.	4/4/3021	4/3/2023	1	Mayor/ Council
6	М	34	Local Residential, SE	Maier, Daniel	4/4/2021	4/3/2023	2	Mayor/ Council
6	F	35.	Business/ Landscape, NE	Liss, Katharine	4/4/2020	4/3/2022	1	Mayor/ Council
6	F	36.	Get Engaged	Honig, Margaret	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)
5	F	37.	Local Residential, CA	Khosla, Sharon	4/4/2020	4/3/2022	2	Council
2	F	38.	Local Community, CA	Ingram, Ronquesha	4/4/2020	4/3/2022	1	Mayor
6	М	39.	Design Professional, CA	Floor, Jeffrey	4/4/2020	4/3/2022	2	Council
2	М	40.	Development, CA	Pleasant, Kenny	4/4/2020	4/3/2022	2	Mayor
3	F	41.	Business/ Landscape, CA	Garcia, Ana Cristina	4/4/2020	4/3/2022	1	Mayor/ Council
6	М	42.	Get Engaged	Stein, Connor	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)

New Appointments Re-appointments

Vacant

SELF-I	DENT	IFIED [DIVERSITY	CHART	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Men	Women	Transgender	Unknown	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor	9	6	0	0	0	2	1	0	0	10	0	0	2
Council	8	4	0	0	2	0	0	0	1	9	0	0	0
Joint	9	6	0	0	0	0	1	0	0	14	0	0	0
Total	26	16	0	0	2	2	2	0	1	33	0	0	2

Key:

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



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: Appt 01905, Version: 1

Reappointment of Jen Montressor as member, Design Review Board, for a term to April 3, 2023.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name:					
Jen Montressor					
Board/Commission Name:				Position Title:	
West Design Review Board				Landscape Professional	
		Council Con	firmat	ion required?	
Appointment OR Reappoint	ment	Yes			
		⊠ No	No No		
Appointing Authority:	Date /	Appointed:	ppointed: Term of Position: *		
Council	4/8/20	021	4/4/2	021	
Mayor			to		
Other: Joint Mayor & Council			4/3/2	.023	
			□ c		
Residential Neighborhood:	Zip Co	de		ving remaining term of a vacant position act Phone No.:	
Whittier Heights	98117		Conta	act Phone No.:	
	30117				
Background: Ms. Montressor is a licensed Landscape	∧rchi+o	at and Praise	ot Man	ager at the Perger Partnership She	
was previously a Landscape Designer at t		-			
Landscape Architecture degree from the					
University of Puget Sound. She resides in		•	ington	and a bachelor of Arts from the	
offiversity of Faget Souther. She resides in	VVIIICCI	er rieigitts.			
Ms. Montressor works on a variety of pro	oject ty	pes and scal	es, incl	uding multi-family housing, mixed-	
use, urban design, master planning, corp					
Through her involvement on multi-family		_		•	
Design Review process and became fami					
committed to making the city more dive	rse, equ	iitable, inclu	sive, aı	nd livable, as is evident by her	
participation in social justice workshops	and dis	cussions.			
Authorizing Signature (original signature	e):	Appointin	g Signa	atory:	
θ		Jenny A. D			
(lanner 4. Wurken	ر	Mayor of :	Seattle		
0 0	•				
Authorizing Signature (original signature	e):	Appointin		atory:	
		Dan Strau			
(1)		City Counc	cilmem	ber	
Jan Stran	Ce				
	هدل				

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



LICENSURE

Licensed Landscape Architect – Washington

EXPERIENCE

Sep 2015 present

Berger Partnership | Seattle, WA

Project Manager

- Assist with the management and design of projects: pre-design, schematic, design development, construction documentation, and construction administration, as well as specifications, cost estimating, budgeting, client and consultant coordination, community meetings, and visual presentations.
- Project types (public and private): urban design, multi-family housing, mixeduse, corporate campus, college campus, civic, master planning, residential, senior living
- Permitting experience: DRB, MUP, SIP, Building Permit, HUD, LEED, Green Factor

Jun 2014 -Sep 2015

GGLO | Seattle, WA

Landscape Designer

- Assisted with schematic design, design development, and construction documentation; created design packages and visual presentations; conducted research and visioning
- Project types (public and private): urban design, master planning, multi-family housing, civic, parks
- Permitting experience: DRB, MUP, SIP

Mar-Jun 2014 **HBB** | Seattle, WA Landscape Designer

- Assisted with schematic design and design development; created design packages and visual presentations; provided WWRP and ALEA grant support
- Project types (public and private): parks, streetscape

1998-2010

Paralegal - intellectual property, corporate law, litigation, family law

PROFESSIONAL DEVELOPMENT – 2018

WASLA Annual Conference 2018 | Seattle, WA

'Cultivating Diversity through Equitable and Inclusive Design'
Developed and moderated a panel discussion with 6 panelists exploring the importance of equitable and inclusive design and design processes, how to best engage communities of color, and lessons learned.

- Participated in a 5-week discussion group of the book 'What Does it Mean to be White: Developing White Racial Literacy' by Robin DiAngelo
- Attended 2 day workshop 'Undoing Racism' with the People's Institute Northwest

EDUCATION

University of Washington - 2013

Master's of Landscape Architecture

University of Puget Sound - 1997 Bachelor of Arts – Art & Psychology

Seattle Design Review Boards - March 2021

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- 13 Mayor-appointed
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Roster:

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6	М		9.	Local Community, NW	Johnson, Brian	4/4/2020	4/3/2022	1	Council
6	F		10.	Local Business, NW	Bogert, Phoebe Erin	4/4/2021	4/3/2023	2	Mayor/ Council
6	F		11.	Design Professional, E	Gage, Gina	4/4/2021	4/3/2023	1	Mayor
6	М		12.	Development, NW	DiJulio, Penn	4/4/2020	4/3/2022	1	Mayor
6	М		13.	Business/ Landscape, DT	Luoma, Aaron	4/4/2020	4/3/2022	2	Mayor/ Council
6	М		14.	Development, E	Bendix, Chris	4/4/2021	4/3/2023	1	Council
6	М		15.	Development, NE	Gunter, Christian	4/4/2020	4/3/2022	1	Council
1	М		16.	Local Community, SW	Cheng, John	4/4/2020	4/3/2022	2	Council
6	М		17.	Design Professional, NE	Rusler, Dan	4/4/2020	4/3/2022	2	Council
6	F		18.	Design Professional, W	Eckrich, Janell T.	4/4/2021	4/3/2023	1	Council
6	М		19.	Local Community, W	Morefield, John	4/4/2020	4/3/2022	2	Mayor
6	F		20.	Development, DT	Dagliano, Carey	4/4/2021	4/3/2023	1	Council
6	М		21.	Business/ Landscape, SW	Cobb, Patrick	4/4/2021	4/3/2023	1	Mayor/ Council
1	F		22.	Design Professional, SE	So, May	4/4/2021	4/3/2023	2	Council
9	F		23.	Design Professional, NW	Watkins, Adrienne	4/4/2021	4/3/2023	1	Mayor

6	М	24.	Local Community, E	Haas, Andrew	4/4/2021	4/3/2022	2	Council
6	F	25.	Local Residential, NW	Rock, Lauren	4/4/2020	4/3/2022	2	Mayor/ Council
6	М	26.	Local Community, DT	Henderson, Jason	4/4/2020	4/3/2022	1	Mayor
6	F	27.	Development, W	Rattray, Tiffany	4/4/2021	4/3/2023	1	Mayor
6	М	28.	Local Residential, NE	Carter, Timothy	4/4/2021	4/3/2023	2	Mayor/ Council
6	М	29.	Design Professional, DT	Palushock, Ed	4/4/2020	4/3/2022	2	Mayor
6	М	30.	Design Professional, SW	Grainger, Alan	4/4/2021	4/3/2023	2	Mayor/ Council
6	М	31.	Business/ Landscape, SE	Bader, David	4/4/2020	4/3/2022	2	Mayor/ Council
6	М	32.	Local Residential, W	Farkas, Allan	4/4/2021	4/3/2023	1	Mayor/ Council
6	М	33.	Local Residential, E	Cannon, Michael R.	4/4/3021	4/3/2023	1	Mayor/ Council
6	М	34	Local Residential, SE	Maier, Daniel	4/4/2021	4/3/2023	2	Mayor/ Council
6	F	35.	Business/ Landscape, NE	Liss, Katharine	4/4/2020	4/3/2022	1	Mayor/ Council
6	F	36.	Get Engaged	Honig, Margaret	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)
5	F	37.	Local Residential, CA	Khosla, Sharon	4/4/2020	4/3/2022	2	Council
2	F	38.	Local Community, CA	Ingram, Ronquesha	4/4/2020	4/3/2022	1	Mayor
6	М	39.	Design Professional, CA	Floor, Jeffrey	4/4/2020	4/3/2022	2	Council
2	М	40.	Development, CA	Pleasant, Kenny	4/4/2020	4/3/2022	2	Mayor
3	F	41.	Business/ Landscape, CA	Garcia, Ana Cristina	4/4/2020	4/3/2022	1	Mayor/ Council
6	М	42.	Get Engaged	Stein, Connor	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)

New Appointments Re-appointments

Vacant

SELF-I	DENT	IFIED D	DIVERSITY	CHART	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Men	Women	Transgender	Unknown	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor	9	6	0	0	0	2	1	0	0	10	0	0	2
Council	8	4	0	0	2	0	0	0	1	9	0	0	0
Joint	9	6	0	0	0	0	1	0	0	14	0	0	0
Total	26	16	0	0	2	2	2	0	1	33	0	0	2

Key:

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



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: Appt 01906, Version: 1

Reappointment of May So as member, Design Review Board, for a term to April 3, 2023.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: May So						
,		Position Title:				
Board/Commission Name: Southeast Design Review Board		Design Professional				
Southeast Design Neview Board						
	City Council Confirmation required?					
Appointment OR 🗵 Reappointment	Yes					
	No No					
Appointing Authority:	Term of Position	on: *				
City Council	4/4/2021					
Mayor	to					
Other: Fill in appointing authority	4/3/2023					
		ining term of a vacant position				
Residential Neighborhood:	Zip Code: Contact Phone No.:					
Capitol Hill	98122					
Background:						
Ms. So has over 20 years of architectural exper	ience, practice n	nanagement, and project leadership				
working on complex, large-scale mixed-use hig	h-rise office and	mixed-income residential developments.				
A Senior Associate at Mithun, she works on urb	oan placemaking	projects, where she manages an				
integrated design process from concept to con	struction. Ms. So	previously worked as an Associate at				
Henriquez Partners Architects in Vancouver, Ca	anada.					
Ms. So currently serves on the Pike-Pine Neigh		•				
Seattle Committee on Homelessness. Previous	• •					
Planning Committee while the historic zoning p		_				
preserve neighborhood character while pressu	red by increasing	g development. She has also contributed				
her knowledge through numerous publications	s, public speaking	g events, and broadcasts on topics such as				
housing affordability and redevelopment.						
Authorizing Signature (original signature):	Appointing Sig	natory:				
	Dan Strauss					
Dan Stranss	City Councilme	mber				
Jan Straws						
J						
Data Signed Jannainted 1:						
Date Signed (appointed):						
4/27/2021						

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

May So

Designing for our collective future

Professional Registrations

Architect Architectural Institute of British Columbia

International Associate AIA

Member of the Royal Architectural Institute of Canada

Education

Master of Architecture University of British Columbia 2002

Bachelor of Fine Arts University of Calgary 1997

Select Publications

Archimemo: HPA Online Journal, 2012-2015

Body Heat: The Story of the Woodward's Redevelopment, 2010

World Cities and Urban Form: Fragmented, Polycentric, Sustainable?, "'World Class' Vancouver: A Terminal City Reimagined," 2008

Towards an Ethical Architecture: Issues within the Work of Gregory Henriquez, 2006

306090-08: Autonomous Urbanism, "Pac Place," 2005

Select Public Speaking Events

Women Transforming Cities, "Cities Designed to Work for Women", 2017

Turncoats Vancouver Debates, "Design the Wall: Should Architects be Political?", 2017

Dudoc and the Vancouver Netherlands Consulate, "Inclusive Cities - the New Urban Agenda: Lessons from the UN-Habitat Habitat III Conference," 2016

Q Commons: Home, Community and Belonging, 2015

Mission-driven architect and practice leader with 20 years of experience leading urban mixed-use projects connecting people with each other and their environments to create sustainable, socially equitable cities. She is inspired by the transformative power of design to address urban challenges with a human-centered lens.

Profile

On the leadership team of an integrated design firm dedicated to creating positive change in people's lives through a collaborative spirit of design founded on a process of inquiry and listening.

Extensive experience as project leader of multidisciplinary teams delivering complex, large-scale, civically significant and sustainable mixed-use office, high-rise residential and higher education projects from design through construction.

Published author of research papers on the impacts of densification and co-author of two books on the work of Henriquez Partners Architects, Towards an Ethical Architecture and Body Heat.

Public speaker on urban topics including affordable housing, multisectoral collaborations and inclusive cities.

Former member of the City of Vancouver Chinatown Historic Area Planning Committee, member of social welfare committees and non-profit boards including AIA Seattle's Committee on Homelessness, and an Intern Architect mentor with the AIBC.

Career Path

Mithun | Seattle, WA Senior Associate 2018-Present

- Project types: high-rise multi-residential and commercial mixed use, higher education, affordable housing and urban planning.
- Studies development capacity of sites in the Puget Sound Region.
- Manages complex, large-scale, multi-stakeholder housing projects.
- Leads a West Coast affordable housing forum.

Henriquez Partners Architects | Vancouver, Canada Associate

2002-2018

- Project types: high-rise residential mixed use, commercial, cultural, civic, higher education, multi-residential and affordable housing.
- Managed complex large-scale, multi-stakeholder projects with multicity project teams in Vancouver, Toronto and Seattle.
- Co-created and led HPA Impact, a social initiative to empower and enrich communities served through resources and projects.

May So

Designing for our collective future

Broadcasts and Media

Canadian Broadcasting Corporation Vancouver SOLD! Housing Forum and Podcast: Is Housing a Commodity or a Human Right? 2018

Canadian Broadcasting Corporation Vancouver Editorial Board on Affordable Housing, 2017

Boards and Memberships

Member, AIA Seattle Committee on Homelessness, 2018-Present

Member, City of Vancouver Chinatown Historic Area Planning Committee, 2017-2018

Intern Architect Mentor, Architectural Institute of British Columbia, 2017-Present

Secretary-Board of Directors, Lazarus Community Society, 2007-2018

Board of Directors, Reign Foundation, 2014-2018

Select Awards

Architizer A+ Awards, Juror's Pick and Popular Vote, 2016 | TELUS Garden

City of Vancouver Urban Design Awards-Reinforcing Community Through Collaboration and Social Innovation, 2014 | 60 W Cordova

AIBC Special Jury Award for Outstanding Programming and Placemaking, 2011 | Woodward's Redevelopment

Certifications and Training

ULI NW 2019 Center for Leadership Participant

EcoDistricts Accredited Professional Candidate, 2018

LEED v4 AP BD+C Candidate, 2018

Public Interest Design Institute SEED Training, 2012

Maison d'Etre | Vancouver, Canada 2001-2002 Architectural Designer for residential design-build projects

Grant + Sinclair Architects | Vancouver, Canada 1999-2001 Architectural Designer for educational, civic, transportation, and master planning projects

IBI Group | Vancouver, Canada 1997-1998 Architectural Designer for hospitality and commercial projects

Mayell Architect Ltd. | Calgary, Canada 1996-1997 Architectural Designer for retail, civic, religious and residential projects

BLK Architects | Calgary, Canada 1995 Architectural Designer for retail, healthcare, and entertainment projects

Representative Projects

1200 Stewart, Seattle, WA | Henriquez Partners Architects

Project Manager / Associate-in-Charge for mixed-use high-rise project including 1,014 residential market-rate rental units on a 150,000-sf podium of commercial and destination uses, underground parking, public pedestrian galleria, garden, seating, market kiosks. LEED Gold target.

Mirvish Village, Toronto, Canada | Henriquez Partners Architects
Project Manager / Associate-in-Charge for mixed-use high-rise

redevelopment including 800 residential market-rate and 85 workforce rental units with shared amenities, 168,000 sf of retail space, a public market, a daycare, incubator maker spaces, non-profit community spaces, restoration of 24 heritage-designated buildings, underground parking and an expandable combined heat and power neighborhood energy system. The complex rezoning resulted in Official Plan and Zoning By-law amendments to ensure that revitalization improves overall livability. LEED Platinum ND target.

Woodward's Redevelopment, Vancouver, Canada | Henriquez Partners Project Manager/ Lead Technical Designer for mixed-use mixed-income high-rise urban renewal project in a low-income community including 530 units of condominium housing, 125 units of subsidized family housing, 75 single-room-occupancy units and 10 accessible units, shared amenities, office, non-profit sector hub, retail, and Simon Fraser University School of Contemporary Art surrounding a central public atrium.

TELUS Garden, Vancouver, Canada | Henriquez Partners Architects

Project Manager / Associate-in-Charge for a mixed-use high-rise project including 424 units of condominium housing, 500,000 sf of office space including TELUS headquarters, retail, a public plaza, district energy system, solar array that powers the architectural lighting, underground parking and refurbishment of a national high-security data center. LEED Platinum for office tower and LEED Gold for the residential tower.

Seattle Design Review Boards - March 2021

42 Design Review Board Members: Pursuant to SMC 23.41.008, all members are subject to City Council confirmation, two-year terms that may be re-appointed to a second term:

- 12 City Council-appointed
- 13 Mayor-appointed
- 15 Joint Mayor and Council appointed
- 2 Mayor appointed per SMC 3.51 (Get Engaged)

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
6	М		1.	Local Residential, DT	Bissen, Matthew	4/4/2021	4/3/2023	1	Mayor/ Council
3	М		2.	Local Community, NE	Castaneda, Manuel	4/4/2021	4/3/2023	1	Mayor
6	М		3.	Development, SW	Rosenstock, Scott	4/4/2020	4/3/2022	2	Mayor
6	F		4.	Business/ Landscape, W	Montressor, Jen	4/4/2021	4/3/2023	2	Mayor/ Council
6	F		5.	Local Residential, SW	Lirman, Johanna	4/4/2021	4/3/2023	1	Mayor
6	F		6.	Business/ Landscape, E	van Geldern, Emily	4/4/2020	4/3/2022	1	Mayor/ Council
9	М		7.	Local Community, SE	Colley, Chris	4/4/2020	4/3/2022	2	Mayor
6	М		8.	Development, SE	Germain, Stewart	4/4/2020	4/3/2022	1	Council
6	М		9.	Local Community, NW	Johnson, Brian	4/4/2020	4/3/2022	1	Council
6	F		10.	Local Business, NW	Bogert, Phoebe Erin	4/4/2021	4/3/2023	2	Mayor/ Council
6	F		11.	Design Professional, E	Gage, Gina	4/4/2021	4/3/2023	1	Mayor
6	М		12.	Development, NW	DiJulio, Penn	4/4/2020	4/3/2022	1	Mayor
6	М		13.	Business/ Landscape, DT	Luoma, Aaron	4/4/2020	4/3/2022	2	Mayor/ Council
6	М		14.	Development, E	Bendix, Chris	4/4/2021	4/3/2023	1	Council
6	М		15.	Development, NE	Gunter, Christian	4/4/2020	4/3/2022	1	Council
1	М		16.	Local Community, SW	Cheng, John	4/4/2020	4/3/2022	2	Council
6	М		17.	Design Professional, NE	Rusler, Dan	4/4/2020	4/3/2022	2	Council
6	F		18.	Design Professional, W	Eckrich, Janell T.	4/4/2021	4/3/2023	1	Council
6	М		19.	Local Community, W	Morefield, John	4/4/2020	4/3/2022	2	Mayor
6	F		20.	Development, DT	Dagliano, Carey	4/4/2021	4/3/2023	1	Council
6	М		21.	Business/ Landscape, SW	Cobb, Patrick	4/4/2021	4/3/2023	1	Mayor/ Council
1	F		22.	Design Professional, SE	So, May	4/4/2021	4/3/2023	2	Council
9	F		23.	Design Professional, NW	Watkins, Adrienne	4/4/2021	4/3/2023	1	Mayor

6	М	24.	Local Community, E	Haas, Andrew	4/4/2021	4/3/2022	2	Council
6	F	25.	Local Residential, NW	Rock, Lauren	4/4/2020	4/3/2022	2	Mayor/ Council
6	М	26.	Local Community, DT	Henderson, Jason	4/4/2020	4/3/2022	1	Mayor
6	F	27.	Development, W	Rattray, Tiffany	4/4/2021	4/3/2023	1	Mayor
6	М	28.	Local Residential, NE	Carter, Timothy	4/4/2021	4/3/2023	2	Mayor/ Council
6	М	29.	Design Professional, DT	Palushock, Ed	4/4/2020	4/3/2022	2	Mayor
6	М	30.	Design Professional, SW	Grainger, Alan	4/4/2021	4/3/2023	2	Mayor/ Council
6	М	31.	Business/ Landscape, SE	Bader, David	4/4/2020	4/3/2022	2	Mayor/ Council
6	М	32.	Local Residential, W	Farkas, Allan	4/4/2021	4/3/2023	1	Mayor/ Council
6	М	33.	Local Residential, E	Cannon, Michael R.	4/4/3021	4/3/2023	1	Mayor/ Council
6	М	34	Local Residential, SE	Maier, Daniel	4/4/2021	4/3/2023	2	Mayor/ Council
6	F	35.	Business/ Landscape, NE	Liss, Katharine	4/4/2020	4/3/2022	1	Mayor/ Council
6	F	36.	Get Engaged	Honig, Margaret	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)
5	F	37.	Local Residential, CA	Khosla, Sharon	4/4/2020	4/3/2022	2	Council
2	F	38.	Local Community, CA	Ingram, Ronquesha	4/4/2020	4/3/2022	1	Mayor
6	М	39.	Design Professional, CA	Floor, Jeffrey	4/4/2020	4/3/2022	2	Council
2	М	40.	Development, CA	Pleasant, Kenny	4/4/2020	4/3/2022	2	Mayor
3	F	41.	Business/ Landscape, CA	Garcia, Ana Cristina	4/4/2020	4/3/2022	1	Mayor/ Council
6	М	42.	Get Engaged	Stein, Connor	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)

New Appointments Re-appointments

Vacant

SELF-I	DENT	IFIED D	DIVERSITY	CHART	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Men	Women	Transgender	Unknown	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor	9	6	0	0	0	2	1	0	0	10	0	0	2
Council	8	4	0	0	2	0	0	0	1	9	0	0	0
Joint	9	6	0	0	0	0	1	0	0	14	0	0	0
Total	26	16	0	0	2	2	2	0	1	33	0	0	2

Key:

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



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: Appt 01907, Version: 1

Appointment of Tiffany Rattray as member, Design Review Board, for a term to April 3, 2023.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: Tiffany Rattray			
			Position Title:
Board/Commission Name: West Design Review Board			Development Professional
West Design Neview Board	61 61	C - C	
Appointment <i>OR</i> Reappointment		Contir	mation required?
	Yes		
	∐ No		
Appointing Authority:	Term of Pos	ition: '	*
City Council	4/4/2021		
Mayor	to		
Other: Fill in appointing authority	4/3/2023		
	☐ Serving rei	maining	g term of a vacant position
Residential Neighborhood:	Zip Code:	Conta	act Phone No.:
Squire Park	98122		
Ms. Rattray is a Design Manager of a real estate years of industry experience in architecture, de Seattle, she was a Senior Designer at Studio Tac Rockwell Group, both in New York. Over her car retail projects across the country and internation. Ms. Rattray earned a Bachelor of Arts degree in Construction Management from the University degree from Columbia University. Additionally, advocacy group "Who Builds You Architecture? to exploited immigrate and refugee construction."	sign, real estack and an Archreer, Ms. Rattonally. The architectural of Washingto Ms. Rattray is ", which examon laborers architectural and the samon laborers architectural architectural and the samon laborers architectural a	nte, and nitecturay has studie on befo s a mer nines th	d construction. Prior to moving to ral Designer and Project Manager at sworked on hospitality, highrise, and es and a Bachelor of Science degree in re pursuing a Master of Architecture mber of the construction labor ne ethical responsibilities of architects ne globe.
Authorizing Signature (original signature): Jenny A. Durken Date Signed (appointed): 4/8/2021	Appointing Senny A. Dur	rkan	ory:

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



EDUCATION

Columbia University, Master of Architecture, Awarded May 2014

Charles McKim Prize for Excellence in Design and Saul Kaplan Traveling Fellowship

Highest honor awarded in the Masters of Architecture program to recognize the student whose work throughout the design studios has been outstanding.

Lucille Smyser Lowenfish Memorial Prize

Awarded for the best final semester design problem in each studio section.

University of Washington, BA in Architectural Studies + BS in Construction Management, Awarded June 2009

EXPERIENCE

Burrard Properties (Seattle, WA) Design Manager, Jan. 2020 - Present

Management of the design process for a new 11-story residential development in the Belltown neighborhood of Seattle. Role includes overseeing design work submitted by the Architect and Design Consultant and submitting feedback after ownership review. Reviewing contractor estimates for alignment with the project design and the overall project budget. Providing internal design services, including interior design and material specification, real-estate furniture staging, feasibility studies for potential development projects, and test fit layouts.

Studio Tack (Brooklyn, NY) Senior Designer, Sept. 2015 - Present

Design, branding, and project management for award winning hospitality projects around the world. Expertise includes design of guest rooms, public spaces, restaurants, custom furniture and lighting, fixtures, millwork, environmental graphics, and FF&E specification.

Hotel and Restaurant Renovation. Lake Placid. New York (in Design Development)

Lead Project Designer and Project Manager for the renovation of a 92-room boutique hotel and two restaurants. <u>Cafe and Wine Bar Hunter New York</u> (in Construction)

Lead Project Designer and Project Manager on the conversion of an Independent Order of Odd Fellows meeting lodge, into a cafe and wine bar.

Hotel and Restaurant Kuala Lumpur Malaysia (Completed Winter 2019)

Lead Project Designer and Project Manager for the renovation and rebranding of 113-room boutique hotel in Kuala Lumpur's Chow Kit neighborhood.

New Hotel and Restaurant. Lima. Peru (in Construction)

Lead Project Designer for the interior design of a new construction 15-story hotel in Lima's Miraflores District. Hotel and Restaurant Paso Robles California (in Design Development)

Lead Project Designer for the interior design of a new 20-room boutique hotel, restaurant and cocktail bar in a historic landmark bank building.

Sound View Hotel + The Halyard Greenport New York (Completed Summer 2017)

Lead Project Designer and Project Manager for the renovation of a hotel and restaurant along the Long Island Sound on the North Fork of Long Island.

Tilden Hotel and Cafe. San Francisco. California (Completed Winter 2015)

Lead Project Designer for the renovation and rebranding of 118-room boutique hotel in the Tenderloin in Downtown San Francisco.

The Sandman Hotel and Pool Bar, Santa Rosa, California (Completed Summer 2016)

Lead Project Designer for the renovation and rebranding of a 136-room boutique hotel in Santa Rosa. The project also included landscaping programming and a pool bar.

Rockwell Group (New York, NY) Architectural Designer/ Project Manager, July 2014-Sept. 2015

Architectural and interior design for hospitality and retail projects. Expertise included 2D and 3D documentation and visualization, design and planning of spaces, custom millwork and light fixture design.

Seasonal Rooftop Winter Village at Pier 17, New York

Architectural Designer during the concept phase for a winter village atop the roof of the new Pier 17 mixed-use building. Scope included warming huts, ice skating rink and event space.

Rooftop Expansion in Lower Manhattan New York

Architectural Designer from concept through design development for 18,000 SF rooftop addition including large event space, public bar, food education space and urban farm. Programming and planning of addition around existing mechanical equipment.

Renovation and Expansion of Westfield Horton Plaza in San Diego California

Architectural Designer of two new retail buildings, new cinema building, and renovation of existing storefronts for landmark outdoor Mall. 2D documentation, 3D modeling, and renderings for the Design Development phase of the project. I also coordinated the project's exterior material palette, managing product representatives and procuring samples.

GSAPP Visual Resources Collection, Columbia University (New York, NY) Curator, May 2013-May 2014

Curator and Director of the Slide and Video Library at GSAPP. Responsibilities included hiring and managing summer and school year staff. Managing and leading digitization projects from Columbia alumni and professors, and curating the digitization of the existing 35mm and lantern slide collection.

Smith-Miller + Hawkinson Architects (New York, NY) Architectural Intern, May 2012-August 2012

Produced conceptual models for the proposed Student Health Center at the Ohio State University. Construction documentation for a private apartment renovation project located in SoHo. Led several firm marketing endeavors resulting in awarded projects.

Ennead Architects (New York, NY) Marketing Coordinator, June 2010-August 2011

Designed and produced proposals and qualifications submissions for prospective projects. Worked directly with the firm's partners to develop presentations and marketing materials for project interviews. Researched and tracked potential projects. Communicated with consultants and coordinated project team qualifications materials for proposals. Updated the firm's website with recent news, awards and project information.

Diller Scofidio + Renfro (New York, NY) Business Development Associate, August 2009-May 2010

Developed strategies for obtaining new work and pursuing project leads. Designed and produced a company press book and company portfolio for firm marketing. Prepared proposals and qualifications submissions. Worked on proposals for several awarded projects including the *Broad Museum* in Los Angeles and the new *Berkeley Art Museum and Pacific Film Archive*.

Skanska USA Building, Inc. (Seattle, WA) Special Projects Intern, June 2008-June 2009

Provided project managers with support in scheduling, cost management, subcontract writing, and estimating. Produced project bid proposals; tasks included bid analysis, quantity take-offs, and coordination and communication with subcontractors.

Who Builds Your Architecture? (New York, NY) Graphic Designer and Research Associate, January 2014-Present

WBYA? Is an advocacy project that examines the effects of globalization on architecture labor. My responsibilities for the project has included coordination of three workshops and the production of case study research and drawings for exhibit and publication. As a research team we produced exhibitions for the Istanbul Design Biennial in October 2014, the Art Institute of Chicago in November 2017, and the Boston Architectural College in 2019.

EXHIBITIONS AND PUBLICATIONS

Greenspan, Elizabeth, "Who Build's Your Architecture: A New York-based advocacy group is pushing architects to improve labor practices on construction sites", https://www.architectmagazine.com/practice/who-builds-your-architecture_o, July 6 2017

"Who Build's Your Architecture: An Advocacy Report", http://www.e-flux.com/journal/who-builds-your-architecture -an-advocacy-report/, September 2015

"Praca Produtiva," Architecture School Student Review, AIA Center for Architecture, New York, November 2014 (Sole student selected to represent Columbia University)

"Who Builds Your Architecture?" Istanbul Design Biennial, October-December 2014

"A Scroll Through the Bowery," Festival of Ideas, New Museum for Contemporary Art, May 2013

"Extreme Cities: Building Megalopolis," Group Exhibition, Studio-X New York, May 2013

"Here Now: Exploring New York through Foursquare and Facebook Check-ins," Group Exhibition, Studio-X New York, March-April 2012

COMPETENCIES

AutoCAD, Rhinoceros, Keyshot, Enscape, Grasshopper, Revit, 3DS Max, SolidWorks, Vray, Maxwell, SketchUp, Adobe Creative Suite (InDesign/Photoshop/Illustrator/After Effects), Suretrak Scheduling, Microsoft Project, Timberline Estimating, Prolog, GIS (ArcMap, ArcScene), Ecotect, Navisworks, Microsoft Office, Macintosh OS and Microsoft Windows.

Seattle Design Review Boards - March 2021

42 Design Review Board Members: Pursuant to SMC 23.41.008, all members are subject to City Council confirmation, two-year terms that may be re-appointed to a second term:

- 12 City Council-appointed
- 13 Mayor-appointed
- 15 Joint Mayor and Council appointed
- 2 Mayor appointed per SMC 3.51 (Get Engaged)

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
6	М		1.	Local Residential, DT	Bissen, Matthew	4/4/2021	4/3/2023	1	Mayor/ Council
3	М		2.	Local Community, NE	Castaneda, Manuel	4/4/2021	4/3/2023	1	Mayor
6	М		3.	Development, SW	Rosenstock, Scott	4/4/2020	4/3/2022	2	Mayor
6	F		4.	Business/ Landscape, W	Montressor, Jen	4/4/2021	4/3/2023	2	Mayor/ Council
6	F		5.	Local Residential, SW	Lirman, Johanna	4/4/2021	4/3/2023	1	Mayor
6	F		6.	Business/ Landscape, E	van Geldern, Emily	4/4/2020	4/3/2022	1	Mayor/ Council
9	М		7.	Local Community, SE	Colley, Chris	4/4/2020	4/3/2022	2	Mayor
6	М		8.	Development, SE	Germain, Stewart	4/4/2020	4/3/2022	1	Council
6	М		9.	Local Community, NW	Johnson, Brian	4/4/2020	4/3/2022	1	Council
6	F		10.	Local Business, NW	Bogert, Phoebe Erin	4/4/2021	4/3/2023	2	Mayor/ Council
6	F		11.	Design Professional, E	Gage, Gina	4/4/2021	4/3/2023	1	Mayor
6	М		12.	Development, NW	DiJulio, Penn	4/4/2020	4/3/2022	1	Mayor
6	М		13.	Business/ Landscape, DT	Luoma, Aaron	4/4/2020	4/3/2022	2	Mayor/ Council
6	М		14.	Development, E	Bendix, Chris	4/4/2021	4/3/2023	1	Council
6	М		15.	Development, NE	Gunter, Christian	4/4/2020	4/3/2022	1	Council
1	М		16.	Local Community, SW	Cheng, John	4/4/2020	4/3/2022	2	Council
6	М		17.	Design Professional, NE	Rusler, Dan	4/4/2020	4/3/2022	2	Council
6	F		18.	Design Professional, W	Eckrich, Janell T.	4/4/2021	4/3/2023	1	Council
6	М		19.	Local Community, W	Morefield, John	4/4/2020	4/3/2022	2	Mayor
6	F		20.	Development, DT	Dagliano, Carey	4/4/2021	4/3/2023	1	Council
6	М		21.	Business/ Landscape, SW	Cobb, Patrick	4/4/2021	4/3/2023	1	Mayor/ Council
1	F		22.	Design Professional, SE	So, May	4/4/2021	4/3/2023	2	Council
9	F		23.	Design Professional, NW	Watkins, Adrienne	4/4/2021	4/3/2023	1	Mayor

6	М	24.	Local Community, E	Haas, Andrew	4/4/2021	4/3/2022	2	Council
6	F	25.	Local Residential, NW	Rock, Lauren	4/4/2020	4/3/2022	2	Mayor/ Council
6	М	26.	Local Community, DT	Henderson, Jason	4/4/2020	4/3/2022	1	Mayor
6	F	27.	Development, W	Rattray, Tiffany	4/4/2021	4/3/2023	1	Mayor
6	М	28.	Local Residential, NE	Carter, Timothy	4/4/2021	4/3/2023	2	Mayor/ Council
6	М	29.	Design Professional, DT	Palushock, Ed	4/4/2020	4/3/2022	2	Mayor
6	М	30.	Design Professional, SW	Grainger, Alan	4/4/2021	4/3/2023	2	Mayor/ Council
6	М	31.	Business/ Landscape, SE	Bader, David	4/4/2020	4/3/2022	2	Mayor/ Council
6	М	32.	Local Residential, W	Farkas, Allan	4/4/2021	4/3/2023	1	Mayor/ Council
6	М	33.	Local Residential, E	Cannon, Michael R.	4/4/3021	4/3/2023	1	Mayor/ Council
6	М	34	Local Residential, SE	Maier, Daniel	4/4/2021	4/3/2023	2	Mayor/ Council
6	F	35.	Business/ Landscape, NE	Liss, Katharine	4/4/2020	4/3/2022	1	Mayor/ Council
6	F	36.	Get Engaged	Honig, Margaret	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)
5	F	37.	Local Residential, CA	Khosla, Sharon	4/4/2020	4/3/2022	2	Council
2	F	38.	Local Community, CA	Ingram, Ronquesha	4/4/2020	4/3/2022	1	Mayor
6	М	39.	Design Professional, CA	Floor, Jeffrey	4/4/2020	4/3/2022	2	Council
2	М	40.	Development, CA	Pleasant, Kenny	4/4/2020	4/3/2022	2	Mayor
3	F	41.	Business/ Landscape, CA	Garcia, Ana Cristina	4/4/2020	4/3/2022	1	Mayor/ Council
6	М	42.	Get Engaged	Stein, Connor	9/1/2020	8/31/2021	1	Mayor (SMC 3.51)

New Appointments Re-appointments

Vacant

SELF-I	DENT	IFIED D	DIVERSITY	CHART	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Men	Women	Transgender	Unknown	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor	9	6	0	0	0	2	1	0	0	10	0	0	2
Council	8	4	0	0	2	0	0	0	1	9	0	0	0
Joint	9	6	0	0	0	0	1	0	0	14	0	0	0
Total	26	16	0	0	2	2	2	0	1	33	0	0	2

Key:

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

SEATTLE CITY COUNCIL



Legislation Text

AN ORDINANCE amending Ordinance 126237, which adopted the 2021 Budget, including the 2021-2026 Capital Improvement Program (CIP); changing appropriations to various departments and budget control levels, and from various funds in the Budget; and ratifying and confirming certain prior acts; all by a 3/4 vote of the City Council.

BE IT ORDAINED BY THE CITY OF SEATTLE AS FOLLOWS:

Section 1. In order to pay for necessary costs and expenses incurred or to be incurred, but for which insufficient appropriations were made due to causes that could not reasonably have been foreseen at the time of making the 2021 Budget, appropriations for the following items in the 2021 Budget are increased from the funds shown, as follows:

Item	Department	Fund	Budget Summary Level/ BCL Code	Amount
1.1	Executive (City Budget Office)	General Fund (00100)	City Budget Office (00100-BO-CB-CZ000)	\$74,000
1.2	Civil Service Commissions	General Fund (00100)	Civil Service Commissions (00100-BO-VC-V1CIV)	\$27,935
1.3	Community Police Commission	General Fund (00100)	Office of the Community Police Commission (00100- BO-CP-X1P00)	\$30,000
1.4	Community Police Commission	General Fund (00100)	Office of the Community Police Commission (00100- BO-CP-X1P00)	\$50,000
1.5	Department of Education and Early Learning	Families Education Preschool Promise Levy (17871)	Early Learning (17871-BO- EE-IL100)	\$1,800,000

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1.6	Department of Education	Families	Post-Secondary Programs	\$25,000
	and Early Learning	Education Preschool Promise	(17871-BO-EE-IL300))
		Levy (17871)		
1.7	Department of Education	Families	Post-Secondary Programs	\$80,072
	and Early Learning	Education Preschool Promise	(17871-BO-EE-IL300)	
		Levy (17871)		
1.8	Department of Education	General Fund	K-12 Programs (00100-BO-	\$34,066
	and Early Learning	(00100)	EE-IL200)	
1.9	Department of Education	General Fund	Post-Secondary Programs	\$68,613
	and Early Learning	(00100)	(00100-BO-EE-IL300)	
1.10	1 1	Families	Early Learning (17871-BO-	\$88,750
	and Early Learning	Education Preschool Promise	EE-IL100)	
		Levy (17871)		
1.11	Department of Education	Families	Early Learning (17871-BO-	\$211,761
	and Early Learning	Education	EE-IL100)	+, ,
		Preschool Promise		
		Levy (17871)		
1.12	1	Families	K-12 Programs (17871-BO-	\$1,029,187
	and Early Learning	Education	EE-IL200)	
		Preschool Promise Levy (17871)		
1.13	Department of Finance	Finance and	City Purchasing and	\$1,000,000
	and Administrative	Administrative	Contracting Services (50300	
	Services	Services Fund	-BO-FA-CPCS)	
		(50300)		
1.14	Department of Finance	Finance and	City Purchasing and	\$353,675
	and Administrative Services	Administrative Services Fund	Contracting Services (50300 -BO-FA-CPCS)	
	Services	(50300)	-bo-ra-cres)	
1.15	Department of Finance	General Fund	Regulatory Compliance and	\$1,500,000
	and Administrative	(00100)	Consumer Protection (00100	
	Services		-BO-FA-RCCP)	
1.16	Department of Finance	Unrestricted	Central Waterfront	\$1,787,841
	and Administrative	Cumulative	Improvement Program	
	Services	Reserve Fund	Financial Support (00164-	
	1	(00164)	BO-FA-WATERFRNT)	

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1.17	Department of	General Fund	Community Building (00100	\$14,000
	Neighborhoods	(00100)	-BO-DN-I3300)	
1.18	Department of	General Fund	Community Building (00100	\$120,000
	Neighborhoods	(00100)	-BO-DN-I3300)	
1.19	Department of	General Fund	Community Building (00100	\$85,000
	Neighborhoods	(00100)	-BO-DN-I3300)	
1.20	Department of	General Fund	Community Grants (00100-	\$17,900
	Neighborhoods	(00100)	BO-DN-I3400)	
1.21	Department of	General Fund	Community Building (00100	\$10,600
	Neighborhoods	(00100)	-BO-DN-I3300)	
1.22	Department of	General Fund	Community Building (00100	\$18,000
	Neighborhoods	(00100)	-BO-DN-I3300)	
1.23	Department of	General Fund	Community Building (00100	\$65,000
	Neighborhoods	(00100)	-BO-DN-I3300)	
1.24	Finance General	Unrestricted	General Purpose (00164-BO	\$550,000
		Cumulative	-FG-2QD00)	
		Reserve Fund		
		(00164)		
1.25	Finance General	Unrestricted	Appropriation to Special	\$312,159
		Cumulative	Funds (00164-BO-FG-	
		Reserve Fund	2QA00)	
		(00164)		
1.26	Finance General	Unrestricted	General Purpose (00164-BO	\$2,000,000
		Cumulative	-FG-2QD00)	
		Reserve Fund		
		(00164)		
1.27	Finance General	General Fund	General Purpose (00100-BO	\$1,000,000
		(00100)	-FG-2QD00)	
1.28	Human Services	General Fund	Addressing Homelessness	\$20,000
	Department	(00100)	(00100-BO-HS-H3000)	
1.29	Human Services	General Fund	Addressing Homelessness	\$20,000
	Department	(00100)	(00100-BO-HS-H3000)	
1.30	Human Services	General Fund	Preparing Youth for Success	\$3,988,437
	Department	(00100)	(00100-BO-HS-H2000)	
1.31	Human Services	General Fund	Preparing Youth for Success	\$200,000
	Department	(00100)	(00100-BO-HS-H2000)	
1.32	Human Services	General Fund	Addressing Homelessness	\$112,000
	Department	(00100)	(00100-BO-HS-H3000)	

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1.33	Human Services	Human Services	Supporting Safe	\$370,000
	Department	Fund (16200)	Communities (16200-BO-HS-H4000)	
1.34	Human Services Department	General Fund (00100)	Supporting Affordability and Livability (00100-BO-HS- H1000)	\$190,000
1.35	Human Services Department	General Fund (00100)	Supporting Affordability and Livability (00100-BO-HS- H1000)	\$386,570
1.36	Human Services Department	General Fund (00100)	Supporting Affordability and Livability (00100-BO-HS- H1000)	\$100,000
		Unrestricted Cumulative Reserve Fund (00164)	Supporting Affordability and Livability (00164-BO-HS- H1000)	\$500,000
1.37	Human Services Department	Human Services Fund (16200)	Supporting Affordability and Livability (16200-BO-HS- H1000)	\$7,168,000
1.38	Human Services Department	General Fund (00100)	Addressing Homelessness (00100-BO-HS-H3000)	\$1,604,671
1.39	Human Services Department	General Fund (00100)	Addressing Homelessness (00100-BO-HS-H3000)	\$284,377
1.40	Human Services Department	General Fund (00100)	Addressing Homelessness (00100-BO-HS-H3000)	\$214,809
1.41	Law Department	General Fund (00100)	Leadership and Administration (00100-BO- LW-J1100)	\$28,000
1.42	Legislative Department	General Fund (00100)	Legislative Department (00100-BO-LG-G1000)	\$300,000
1.43	Executive (Office for Civil Rights)	General Fund (00100)	Civil Rights (00100-BO-CR-X1R00)	\$1,000,000
1.44	Executive (Office for Civil Rights)	General Fund (00100)	Civil Rights (00100-BO-CR-X1R00)	\$50,000
1.45	Executive (Office of Arts and Culture)	Arts and Culture Fund (12400)	Arts and Cultural Programs (12400-BO-AR-VA160)	\$45,000
1.46	Executive (Office of Arts and Culture)	Arts and Culture Fund (12400)	Arts and Cultural Programs (12400-BO-AR-VA160)	\$13,000

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1.47	Executive (Office of Arts and Culture)	Arts and Culture Fund (12400)	Arts and Cultural Programs (12400-BO-AR-VA160)	\$11,250
1.48	Executive (Office of Arts and Culture)	Arts and Culture Fund (12400)	Arts and Cultural Programs (12400-BO-AR-VA160)	\$32,952
			Cultural Space (12400-BO-AR-VA170)	\$8,852
		Municipal Arts Fund (12010)	Public Art (12010-BO-AR- 2VMA0)	\$57,291
1.49	Executive (Office of Economic Development)	General Fund (00100)	Leadership and Administration (00100-BO- ED-ADMIN)	\$32,624
1.50	Executive (Office of Economic Development)	General Fund (00100)	Business Services (00100- BO-ED-X1D00)	\$50,000
1.51	Executive (Office of Emergency Management)	General Fund (00100)	Office of Emergency Management (00100-BO-EP -10000)	\$67,000
1.52	Executive (Office of Emergency Management)	General Fund (00100)	Office of Emergency Management (00100-BO-EP -10000)	\$220,569
1.53	Executive (Office of Emergency Management)	General Fund (00100)	Office of Emergency Management (00100-BO-EP -10000)	\$98,009
1.54	Executive (Office of Emergency Management)	General Fund (00100)	Office of Emergency Management (00100-BO-EP -10000)	\$3,719,417
1.55	Executive (Office of Emergency Management)	General Fund (00100)	Office of Emergency Management (00100-BO-EP -10000)	\$60,000
1.56	Executive (Office of Emergency Management)	General Fund (00100)	Office of Emergency Management (00100-BO-EP -10000)	\$26,190
1.57	Executive (Office of Emergency Management)	General Fund (00100)	Office of Emergency Management (00100-BO-EP -10000)	\$12,005
1.58	Executive (Office of Housing)	Office of Housing Fund (16600)	Leadership and Administration (16600-BO- HU-1000)	\$50,000

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1.59	Executive (Office of Immigrant and Refugee Affairs)	General Fund (00100)	Office of Immigrant and Refugee Affairs (00100-BO- IA-X1N00)	\$70,000
1.60	Executive (Office of Immigrant and Refugee Affairs)	General Fund (00100)	Office of Immigrant and Refugee Affairs (00100-BO- IA-X1N00)	\$7,570
1.61	Executive (Office of Planning and Community Development)	General Fund (00100)	Equitable Development Initiative (00100-BO-PC- X2P40)	\$22,082,327
			Planning and Community Development (00100-BO-PC -X2P00)	\$214,928
			Equitable Development Initiative (12200-BO-PC- X2P40)	\$3,281,477
		Unrestricted Cumulative Reserve Fund (00164)	Equitable Development Initiative (00164-BO-PC- X2P40)	\$1,263,000
1.62	Executive (Office of Planning and Community Development)	General Fund (00100)	Planning and Community Development (00100-BO-PC -X2P00)	\$40,280
1.63	Executive (Office of Planning and Community Development)	General Fund (00100)	Planning and Community Development (00100-BO-PC -X2P00)	\$257,629
1.64	Executive (Office of Sustainability and Environment)	General Fund (00100)	Office of Sustainability and Environment (00100-BO-SE -X1000)	\$80,000
1.65	Executive (Office of Sustainability and Environment)	Sweetened Beverage Tax Fund (00155)	Office of Sustainability and Environment (00155-BO-SE -X1000)	\$842,500
1.66	Executive (Office of Sustainability and Environment)	Sweetened Beverage Tax Fund (00155)	Office of Sustainability and Environment (00155-BO-SE -X1000)	\$293,000
1.67	Office of the City Auditor	Sweetened Beverage Tax Fund (00155)	Office of the City Auditor (00155-BO-AD-VG000)	\$500,000
1.68	Executive (Office of the Employee Ombud)	General Fund (00100)	Office of Employee Ombud (00100-BO-EM-V10MB)	\$59,200

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1.69	Executive (Office of the Mayor)	General Fund (00100)	Office of the Mayor (00100-BO-MA-X1A00)	\$160,000
1.70	Seattle Center	General Fund (00100)	Campus (00100-BO-SC-60000)	\$156,325
1.71	Seattle Center	Seattle Center Fund (11410)	Campus (11410-BO-SC-60000)	\$163,000
1.72	Seattle City Light	Light Fund (41000)	Environmental Affairs O&M (41000-BO-CL-V)	\$54,561
1.73	Seattle City Light	Light Fund (41000)	Energy Innovation and Resources O&M (41000-BO -CL-P)	\$2,000,000
1.74	Seattle City Light	Light Fund (41000)	Energy Innovation and Resources O&M (41000-BO -CL-P)	\$541,800
1.75	Seattle City Light	Light Fund (41000)	Leadership and Administration (41000-BO-CL-A)	\$925,000
1.76	Seattle Department of Construction and Inspections	Construction and Inspections (48100)	Process Improvements & Technology (48100-BO-CI- U2800)	\$500,000
1.77	Seattle Department of Construction and Inspections	General Fund (00100)	Compliance (00100-BO-CI-U2400)	\$40,000
1.78	Seattle Department of Construction and Inspections	General Fund (00100)	Government Policy, Safety & Support (00100-BO-CI-U2600)	\$70,000
1.79	Seattle Department of Human Resources	General Fund (00100)	HR Services (00100-BO-HR -N6000)	\$1,423,836
1.80	Seattle Department of Human Resources	General Fund (00100)	Leadership and Administration (00100-BO- HR-N5000)	\$932,000
1.81	Seattle Department of Transportation	Seattle Streetcar Operations (10800)	South Lake Union Streetcar Operations (10800-BO-TR- 12001)	\$327,984
1.82	Seattle Department of Transportation	Seattle Streetcar Operations (10800)	First Hill Streetcar Operations (10800-BO-TR-12002)	\$529,519

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1.83	Seattle Department of Transportation	Transportation Benefit District Fund (19900)	Mobility Operations (19900-BO-TR-17003)	\$2,453,323
1.84	Seattle Department of Transportation	Transportation Fund (13000)	Mobility Operations (13000-BO-TR-17003)	\$400,000
1.85	Seattle Department of Transportation	Transportation Fund (13000)	Mobility Operations (13000-BO-TR-17003)	\$150,000
1.86	Seattle Department of Transportation	Transportation Fund (13000)	ROW Management (13000-BO-TR-17004)	\$235,686
1.87	Seattle Department of Transportation	General Fund (00100)	Maintenance Operations (00100-BO-TR-17005)	\$182,311
1.88	Seattle Fire Department	General Fund (00100)	Leadership and Administration (00100-BO- FD-F1000)	\$138,650
1.89	Seattle Information Technology Department	Information Technology Fund (50410)	Applications (50410-BO-IT-D0600)	\$88,750
1.90	Seattle Information Technology Department	Information Technology Fund (50410)	Applications (50410-BO-IT-D0600)	\$48,979
1.91	Seattle Information Technology Department	Information Technology Fund (50410)	Applications (50410-BO-IT-D0600)	\$859,242
1.92	Seattle Information Technology Department	Information Technology Fund (50410)	Applications (50410-BO-IT-D0600)	\$138,650
1.93	Seattle Information Technology Department	Information Technology Fund (50410)	Applications (50410-BO-IT-D0600)	\$527,329
1.94	Seattle Information Technology Department	Information Technology Fund (50410)	Applications (50410-BO-IT-D0600)	\$404,089
1.95	Seattle Information Technology Department	Information Technology Fund (50410)	Applications (50410-BO-IT-D0600)	\$71,326
1.96	Seattle Parks and Recreation	General Fund (00100)	Parks and Facilities Maintenance and Repairs (00100-BO-PR-10000)	\$150,169

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1.97	Seattle Parks and	Sweetened	Recreation Facility Programs	\$122,000
	Recreation	Beverage Tax	(00155-BO-PR-50000)	
		Fund (00155)		
1.98	Seattle Public Library	Library Fund	Seattle Public Library	\$1,700,000
		(10410)	(10410-BO-SPL)	
1.99	Seattle Public Library	1	Seattle Public Library	\$466,000
		Fund (18100)	(18100-BO-SPL)	
		2019 Library Levy	Seattle Public Library	\$34,000
		Fund (18200)	(18200-BO-SPL)	
1.100	Seattle Public Library	2019 Library Levy	Seattle Public Library	\$228,000
		Fund (18200)	(18200-BO-SPL)	
1.101	Seattle Public Library	Library Fund	Seattle Public Library	\$64,000
		(10410)	(10410-BO-SPL)	
1.102	Seattle Public Library	Library Fund	Seattle Public Library	\$120,000
		(10410)	(10410-BO-SPL)	
1.103	Seattle Public Library	2012 Library Levy	Seattle Public Library	\$48,700
		Fund (18100)	(18100-BO-SPL)	
1.104	Seattle Public Library	2012 Library Levy	Seattle Public Library	\$271,000
		Fund (18100)	(18100-BO-SPL)	ŕ
1.105	Seattle Public Library	2012 Library Levy	Seattle Public Library	\$113,000
		Fund (18100)	(18100-BO-SPL)	
1.106	Seattle Public Library	2012 Library Levy	Seattle Public Library	\$35,000
		Fund (18100)	(18100-BO-SPL)	
		2019 Library Levy	Seattle Public Library	\$36,900
		Fund (18200)	(18200-BO-SPL)	
1.107	Seattle Public Library	2019 Library Levy	Seattle Public Library	\$100,000
		Fund (18200)	(18200-BO-SPL)	
1.108	Seattle Public Library	2019 Library Levy	Seattle Public Library	\$21,500
		Fund (18200)	(18200-BO-SPL)	,
1.109	Seattle Public Library	2019 Library Levy	Seattle Public Library	\$325,000
		Fund (18200)	(18200-BO-SPL)	ŕ
1.110	Seattle Public Library	` '	Seattle Public Library	\$233,000
		Fund (18200)	(18200-BO-SPL)	,
1.111	Seattle Public Utilities	General Fund	Utility Service and	\$765,603
		(00100)	Operations (00100-BO-SU-	,
			N200B)	
1.112	Seattle Public Utilities	Solid Waste Fund	General Expense (45010-BO	\$696,015
		(45010)	LSIL-N000R)	•

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Ī		(15010)	SC 11000D)	1
1.113	Seattle Public Utilities	Drainage and Wastewater Fund (44010)	Leadership and Administration (44010-BO- SU-N100B)	\$102,148
		Solid Waste Fund (45010)	Leadership and Administration (45010-BO- SU-N100B)	\$51,500
		Water Fund (43000)	Leadership and Administration (43000-BO- SU-N100B)	\$87,352
1.114	Seattle Public Utilities	Water Fund (43000)	Utility Service and Operations (43000-BO-SU- N200B)	\$655,349
1.115	Seattle City Light	Light Fund (41000)	Power System Operations and Asset Management O&M (41000-BO-CL-E)	\$1,980,000
Total		•	•	\$84,315,089

Unspent funds appropriated in items 1.51, 1.52, 1.53, 1.54, 1.55, 1.56, and 1.57 shall carry forward to subsequent fiscal years until they are exhausted or abandoned by ordinance.

Section 2. The appropriations for the following items in the 2021 Adopted Budget are reduced from the funds shown below:

Item	Department	Fund	Budget Summary Level/	Amount
			BCL Code	
2.1	Seattle Police Department	General Fund (00100)	Chief of Police (00100-BO -SP-P1000)	(\$4,050,000)
			Special Operations (00100-BO-SP-P3400)	(\$153,190)
Total	(\$4,203,189)			

Section 3. Any act consistent with the authority of this ordinance taken after its passage and prior to its effective date is ratified and confirmed.

File #: CB 120039, Version: 1		
Section 4. This ordinance s	nall take effect and be in force 30 days after it	s approval by the Mayor, but if
not approved and returned by the M	Mayor within ten days after presentation, it sha	all take effect as provided by
Seattle Municipal Code Section 1.0	04.020.	
Passed by a 3/4 vote of all	he members of the City Council the	_ day of
	21, and signed by me in open session in author	entication of its passage this
day of	, 2021.	
	President of the City	y Council
Approved / returned unsign	ed / vetoed this day of	, 2021.
	Jenny A. Durkan, Mayor	
Filed by me this	day of, 2021.	
	Monica Martinez Simmons, City C	lerk
(Seal)		

SUMMARY and FISCAL NOTE*

Department:	Dept. Contact/Phone:	CBO Contact/Phone:
City Budget Office	Ben Noble/684-8160	Caleb Wagenaar/733-9228

1. BILL SUMMARY

Legislation Title: AN ORDINANCE amending Ordinance 126237, which adopted the 2021 Budget, including the 2021-2026 Capital Improvement Program (CIP); changing appropriations to various departments and budget control levels, and from various funds in the Budget; and ratifying and confirming certain prior acts; all by a 3/4 vote of the City Council.

Summary and background of the Legislation: This legislation appropriates unexpended non-capital appropriations from the 2020 Budget to the 2021 Budget.

RCW 35.32A.080 states: "The whole or any part of any appropriation provided in the budget for operating and maintenance expenses remaining unexpended or unencumbered at the close of the fiscal year shall automatically lapse, except any such appropriation as the city council shall continue by ordinance." This legislation requests continuances for unexpended 2020 appropriations for non-capital purposes in the amount of \$84.6 million. Appropriations were made in the 2020 Budget for these expenditures but for various reasons, spending was not initiated or completed during the 2020 fiscal year. This ordinance re-appropriates these funds, which lapsed at the end of 2020, in most cases for the same purposes that the funds were dedicated to in 2020.

In addition, the 2021 budget process resulted in an Office of Emergency Management that is independent from the Seattle Police Department. This bill transfers the responsibility of administering seven grants from the Seattle Police Department to the Office of Emergency Management. Section 2 of this legislation abandons the automatic carry forward appropriation from the Seattle Police Department budget and Section 1 appropriates those grants in the Office of Emergency Management.

2. CAPITAL IMPROVEMENT PROGRAM

Does this legislation create, fund, or amend a CIP Project?	Yes X No
boes this registation create, rund, or amend a CII Troject.	1 CS _X_ 110

^{*} Note that the Summary and Fiscal Note describes the version of the bill or resolution as introduced; final legislation including amendments may not be fully described.

3. SUMMARY OF FINANCIAL IMPLICATIONS

Does this legislation amend the Adopted Budget?

<u>X</u> Yes ___ No

	General Fund \$		Other \$	
Appropriation change (\$):	2021	2022	2021	2022
	\$42,730,619	\$0	\$41,584,469	\$0
	Revenue to Ge	eneral Fund	Revenue to Other Funds	
Estimated revenue change (\$):	2021	2022	2021	2022
	\$0	\$0	\$0	\$0
	No. of Positions		Total FTE	Change
Positions affected:	2021	2022	2021	2022
	0	0	0	0

Does the legislation have other financial impacts to the City of Seattle that are not reflected in the above, including direct or indirect, short-term or long-term costs? No. Please see Summary Attachment A for details on 2021 carry forward spending.

Is there financial cost or other impacts of not implementing the legislation?

The objectives supported by these resources could not be achieved without this legislation.

3.a. Appropriations

X This legislation adds, changes, or deletes appropriations.

See Summary Attachment A for details on 2021 spending.

3.b. Revenues/Reimbursements

____ This legislation adds, changes, or deletes revenues or reimbursements.

3.c. Positions

____ This legislation adds, changes, or deletes positions.

4. OTHER IMPLICATIONS

- a. Does this legislation affect any departments besides the originating department? Yes, this legislation impacts most departments' 2021 budgets. The budget appropriation contained in this legislation provides appropriation authority to cover unanticipated spending above previously authorized during 2020.
- **b.** Is a public hearing required for this legislation? No.

c. Is publication of notice with *The Daily Journal of Commerce* and/or *The Seattle Times* required for this legislation?

No.

d. Does this legislation affect a piece of property?

No.

- e. Please describe any perceived implication for the principles of the Race and Social Justice Initiative. Does this legislation impact vulnerable or historically disadvantaged communities? What is the Language Access plan for any communications to the public? See Summary Attachment A for any associated implications.
- f. Climate Change Implications
 - 1. Emissions: Is this legislation likely to increase or decrease carbon emissions in a material way?

See Summary Attachment A for any associated implications.

2. Resiliency: Will the action(s) proposed by this legislation increase or decrease Seattle's resiliency (or ability to adapt) to climate change in a material way? If so, explain. If it is likely to decrease resiliency in a material way, describe what will or could be done to mitigate the effects.

See Summary Attachment A for any associated implications.

g. If this legislation includes a new initiative or a major programmatic expansion: What are the specific long-term and measurable goal(s) of the program? How will this legislation help achieve the program's desired goal(s).

See Summary Attachment A for any associated implications.

List attachments/exhibits below:

Summary Attachment A – 2020 Budget Carry Forward Ordinance Summary Detail Table

2020 Budget Carry Forward Ordinance Summary Detail Table

Item #	Title	Description	Amount/FTE
Sectio	n 1 – Appropriation Inc	reases	
1.1	Carry forward for City Budget Office (City Budget Office)	This item increases appropriation by \$74,000 to the City Budget Office Budget Summary Level and provides resources to the City Budget Office for personnel-related costs. This carry forward request provides resources for anticipated costs to the City Budget Office for personnel-related work in 2021. Responding to the COVID-19 pandemic has and continues to create significant staffing pressures on the City Budget Office.	\$74,000
1.2	Positions Reclassification Carryforward (Civil Service Commissions)	This item increases appropriation authority by \$27,935 to the Civil Service Commissions BOVC-B1CIV BSL. This increase provides the department with sufficient budget authority to cover an increase in personnel compensation due to position reclassifications approved in 2020 by the Seattle Department of Human Resources.	\$27,935
1.3	Complainant Appeals Process (Community Police Commission)	This item increases appropriation authority by \$30,000 in the Community Police Commission BSL to provide resources to pay a consultant with subject matter expertise to assist with the convening and facilitating a taskforce that will analyze the Seattle Police Department's complainant appeals process. This funding was allocated in the 2020 Adopted Budget. Due to the COVID-19 pandemic and leadership transition, CPC was unable to launch this process.	\$30,000
1.4	Organizational Development (Community Police Commission)	This item increases appropriation authority by \$50,000 in the Community Police Commission BSL to provide resources to pay an organizational development expert to advise the CPC about how to maximize its operations while achieving the CPC's stated goals and statutory duties. This funding was allocated in the 2020 Adopted Budget. Due to the COVID-19 pandemic and leadership transition, CPC was unable to launch this process.	\$50,000

Item #	Title	Description	Amount/FTE
1.5	Preschool Facility Grants (Department of Education and Early Learning)	This item increases appropriation authority by \$1.800,000 in the FEPP Levy Fund Early Learning BCL (17871-BO-EE-IL100) to offer Preschool Facility Grants to expand classroom availability for the Seattle Preschool Program. Due to delays caused by COVID-19, DEEL did not complete the regular facility grant award cycle in time to encumber contracts. This fund source is the FEPP Levy.	\$1,800,000
1.6	Promise RET (Department of Education and Early Learning)	This item increases appropriation authority by \$25,000 in the FEPP Levy Fund Post-Secondary BCL (17871-BO-EE-IL300) to pay for non-contract services not yet billed for a one-time project crossing calendar years.	\$25,000
1.7	Seattle Promise Enrollment (Department of Education and Early Learning)	This item increases appropriation authority by \$80,072 in the FEPP Levy Fund Post-Secondary BCL (17871-BO-EE-IL300) to support increased enrollment in the Seattle Promise program. These FEPP funds are needed to support current 20-21 SY students as they matriculate into Promise in 2021. This request will also support part-time enrollments and deferrals allowed as a response to COVID in the recent FEPP Implementation Plan amendment.	\$80,072
1.8	Upward Bound 20-21 SY (Department of Education and Early Learning)	This item increases appropriation authority by \$34,066 in the General Fund K-12 BCL (17871-BO-EE-IL200) to pay for school year programming not yet encumbered or expended. DEEL operates on a school year and is in needs to carryforward this budget in order to fund the second part of the 20-21 school year. This General Fund support is connected to a federal grant for Upward Bound and is required to meet City contribution expectations for the grant.	\$34,066
1.9	Fire Science Partnership with Seattle Colleges (Department of Education and Early Learning)	This item increases appropriation authority by \$68,613 in the General Fund Post-Secondary BCL (00155-BO-EE-IL300) to support an MOA with the Seattle Fire Department for a programming partnership with Seattle Colleges. Program development and expenses for this activity began in 2020 and are expected to be completed in 2021.	\$68,613

Item #	Title	Description	Amount/FTE
1.10	CHIPS Data System Project (Department of Education and Early Learning)	This item increases appropriation authority by \$88,750 in the FEPP Levy Fund Learning BCL (17871-BO-EE-IL100) to complete the CHIPS 2.0 customer relationship management (CRM) project.	\$88,750
1.11	Seattle Preschool Program - School Year Contract Funding (Department of Education and Early Learning)	This item increases appropriation authority by \$211,761 in the FEPP Levy Fund Early Learning BCL (17871-BO-EE-IL100) to pay for school year contracts not yet encumbered.	\$211,761
1.12	K-12 School Year Commitments (Department of Education and Early Learning)	This item increases appropriation authority by \$1,029,187 in the FEPP Levy K-12 BCL 17871-BO-EE-IL200) to pay for unencumbered school year MOA and contracts not yet encumbered.	\$1,029,187
1.13	Purchasing and Contracting Carryforward Request (Department of Finance and Administrative Services)	This item increases appropriation by \$1,000,000 in the Finance and Administrative Services Fund City Contracting and Purchasing Services Budget Control Level (50300-BO-FA-CPCS) in the Department of Finance and Administrative Services (FAS). This request provides \$861,000 for completion of the citywide Disparity Study per the September 2019 Mayoral Executive Order on equity and inclusion. In preparation to begin the study, the Mayor's Office (MO) contracted with an industry expert to advise the City on various elements in planning for the disparity study procurement and the MO and FAS also consulted with other agencies to glean best practices. This project was delayed due to a focus on COVID response. This request also provides \$100,000 for Tabor Sponsorships provided by the City of Seattle and \$50,000 MACROCCS Support for system improvement.	\$1,000,000

Item #	Title	Description	Amount/FTE
1.14	Seattle Public Schools MOA Carryforward Request (Department of Finance and Administrative Services)	This item increases appropriation by \$353,675 in the Finance and Administrative Services Fund City Contracting and Purchasing Services Budget Control Level (50300-BO-FA-CPCS) in the Department of Finance and Administrative Services (FAS). This one-time appropriation was added in the fourth quarter supplemental in 2020. The funding provides staffing resources for the execution of the proposed memorandum of agreement between the City of Seattle and Seattle Public Schools (SPS) for the administration and monitoring of the SPS Student and Community Workforce Agreement (SCWA) and associated social equity provisions on SPS-funded and managed construction projects which will continue in 2021.	\$353,675
1.15	Transportation Regulation Improvement Project (TRIP) implementation carryforward (Department of Finance and Administrative Services)	This item increases appropriation authority by \$1,500,000 in the General Fund Regulatory Compliance and Consumer Protection Budget Control Level (00100-BO-FA-RCCP) in the Department of Finance and Administrative Services (FAS). This request is necessary to pay for ongoing Seattle IT work supporting the Transportation Regulation Improvement Project (TRIP) Phase 1 system development costs. TRIP is the module on the City's Accela platform that will simplify and improve licensing and permitting processes for taxi, forhire, and transportation network companies (TNCs). Revenue for this work has been collected via TNC revenues. Ongoing operating and maintenance costs will be built into the operating budget as cost information becomes available upon system implementation and use.	\$1,500,000
1.16	Waterfront Fund LID Assessments Carryforward (Department of Finance and Administrative Services)	This item increases appropriation authority by \$1,787,841 in the Unrestricted Cumulative Reserve Fund Central Waterfront Improvement Program Budget Control Level (00164-BO-FA-WATERFRNT) in the Department of Finance and Administrative Services (FAS). This request is necessary to pay for LID assessments on City of Seattle properties.	\$1,787,841

Item #	Title	Description	Amount/FTE
1.17	Rainier Beach a Beautiful Safe Place for Youth (Department of Neighborhoods)	This item increases appropriation authority by \$14,000 to Community Building BSL and provides resources to DON for qualitative research and people-centered story telling of the City-funded Community Safety initiative, Rainier Beach: A Beautiful Safe Place for Youth (RB: ABSPFY). Funds in 2020 were not spent by the evaluating team due to COVID restrictions in travel and in-person gathering, which resulted in limited program assessment and data gathering. Funds for this additional work were not included in the current year Adopted Budget for the RB: ABSPFY project. This activity is expected to be integrated into a re-design of program evaluation in 2022. These funds were not associated with a proviso.	\$14,000
1.18	BLM Lease for Property (Department of Neighborhoods)	This item increases appropriation authority by \$120,000 to Community Building BSL and provides resources to DON to support Black Lives Matter South King County in coordination with the City of Seattle and Seattle King County Public Health to lease a space for the following phased purposes: 1) Direct Services 2) Service coordination location 3) A potential night shelter/day resource and hygiene center. Funds in 2020 were not spent due to protracted property negotiations.	\$120,000
1.19	Equitable Communities Engagement (ECI) (Department of Neighborhoods)	This item increases appropriation authority by \$85,000 to Community Building BSL and provides resources to DON for community engagement and research in BIPOC communities that will inform future budget investments and public policy decisions aimed at redressing historical inequities. Funds were underspent in 2020 due to the time that was necessary to recruit a broad base of community leaders for the Task Force and to establish decision-making structure of the ad hoc group. Initial research conducted in 2020 has been incorporated into the community-led ECI process and the Task Force will be making its first set of recommendation in Q2 2021. The funds were not associated with a proviso.	\$85,000

Item #	Title	Description	Amount/FTE
1.20	NMF Cheasty Project (Department of Neighborhoods)	This item increases appropriation authority by \$17,900 to the Community Grants BSL and provides resources to the Cheasty project out of the funds for marketing and outreach engagement activities that were not spent in 2020 because NMF did not engage in the same level of these activities as in prior years due to COVID. The Cheasty project was awarded in 2014, but due to the challenges from the surrounding community, was unable to be contracted at that time, and remains an unencumbered project commitment. The Parks Department, which is involved in Cheasty in partnership with NMF, has worked with the community to forge better relationships and garner support for this project.	\$17,900
1.21	Emergency Hubs (Department of Neighborhoods)	This item increases appropriation authority by \$10,600 in the Community Building BSL and provides resources for supplies and equipment for emergency hubs. Funds in 2020 were not spent due to delays and disruptions in purchasing due to COVID.	\$10,600
1.22	Industrial Lands study (Department of Neighborhoods)	This item increases appropriation authority by \$18,000 to Community Building BSL and provides resources to DON to continue the engagement and analysis on Industrial Lands study including workforce development, transportation, environmental and public safety recommendations.	\$18,000
1.23	Planning and Preparation for Redistricting Process (Department of Neighborhoods)	This item increases appropriation authority by \$65,000 to the Community Building BSL and provides additional resources needed to be able to facilitate and support the strategic work that has to be completed in 2021 to plan and prepare for the the following year's Redistricting process. This funding will pay for staffing needed to backfill for the PACE programming as well as to provide administrative support of the new Redistricting body of work.	\$65,000

Item #	Title	Description	Amount/FTE
1.24	Public Restroom Reserve (Finance General)	This item increases appropriation authority by \$550,000 to the General Fund General Purpose Budget Control Level in Finance General for capital costs related to development of a public restroom in the University District. Funding will support planning (including identifying potential sites) as well as the cost to provide a public restroom. These appropriations were first added in the 2020 Adopted Budget and are requested for carryforward into 2021. Due to the City's focus on COVID-19, this was not a priority last year. Significant effort was, however, spent in providing alternative hygiene facilities at locations across the City in response to the pandemic.	\$550,000
1.25	_	This item would carry forward \$312,159 of appropriations from the Cumulative Reserve Subfund in the Finance General Appropriations to Special Funds Budget Summary Level (00164-BO-FG-2QA00). These appropriations were added to Finance General in the third quarter supplemental and were not spent in 2020 and are thus proposed to carry forward to 2021. The appropriations are backing a planned transfer from the CRS-U Fund to the General Fund.	\$312,159
1.26	West Wing Capital Improvements (Finance General)	This item carries forward \$2,000,000 of appropriations in the Cumulative Reserve Subfund - Unrestricted Fund General Purpose Budget Control Level of Finance General (00164-BO-FG-2QD00). These funds were added to the 2020 Adopted Budget as part of the High Barrier Workgroup recommendations. The funds would be used for a partnership between the City and King County to create a 40-60 bed, comprehensive place-based treatment center at the "West Wing" of the King County Correctional Facility. The treatment center will provide enhanced shelter case management, including intensive on-site treatment for mental health and substance use disorder issues. Funds were not spent in 2020 and are proposed to carry forward to 2021 for this capital development work.	\$2,000,000

Item #	Title	Description	Amount/FTE
1.27	Community Roots Housing Public Development Authority Loan (Finance General)	This item adds \$1,000,000 of appropriation in the General Fund for the General Purpose Budget Summary Level (00100-BO-FG-2QD00). These funds are in support the Community Roots Housing Public Development Authority loan which was originally authorized in the fourth quarter supplemental of 2020. Funds were not spent in 2020 and are requested for carry forward to 2021. The loan is scheduled to be repaid in 2023, 2024 and 2025.	\$1,000,000
1.28	Vehicle Resident Outreach (Human Services Department)	This item increases appropriation authority by \$20,000 to the General Fund Addressing Homelessness Budget Control Level (00100-BO-HS-H3000) and provides resources to the Human Services Department for the Vehicle Resident Outreach. This budget was added in 2020 for outreach to homeless individuals living in vehicles and was not fully expended. Budget authority is needed in 2021 to meet the need for outreach to people living in vehicles are part of the City's homelessness response work.	\$20,000
1.29	LEAD Consultant Contract (Human Services Department)	This item increases appropriation authority by \$20,000 to the General Fund Addressing Homelessness Budget Control Level (00100-BO-HS-H3000) and provides resources to the Human Services Department for a consultant contract. This budget authority will fund a consultant to evaluate the LEAD program.	\$20,000
1.30	Seattle Community Safety Initiative (Human Services Department)	This item increases appropriation authority by \$3,988,437 to General Fund Preparing Youth for Success Budget Control Level (00100-BO-HS-H2000) and provides resources to the Human Services Department for the Seattle Community Safety Initiative. These one-time funds are contracted out to Community Passageways to implement this community safety program. Budget authority is needed in 2021 to provide the balance of the program's funding under the contract.	\$3,988,437

Item #	Title	Description	Amount/FTE
1.31	Indigenous Peoples Re-Entry Program (Human Services Department)	This item increases appropriation authority by \$200,000 to General Fund Preparing Youth for Success Budget Control Level (00100-BO-HS-H2000) and provides resources to the Human Services Department for the Indigenous Peoples Re-Entry Program. These one-time funds are contracted out to Chief Seattle Club and UNKITAWA to implement this community safety program. Budget authority is needed in 2021 to provide the balance of the program's funding under the contract.	\$200,000
1.32	Winter Shelter Funding (Human Services Department)	This item increases appropriation authority by \$112,000 to the General Fund Addressing Homelessness Budget Control Level (00100-BO-HS-H3000) and provides resources to the Human Services Department for the winter shelter services. The shelter budget was not fully expended in 2020 and appropriation is needed in 2021 to fully fund the need to additional winter shelter services for homeless individuals.	\$112,000
1.33	Sex Industry Victims Fund Carryforward (Human Services Department)	This item increases appropriation authority by \$370,000 in the Human Services Fund Supporting Safe Communities Budget Control Level (16200-BO-HS-H4000) and provides resources for the Human Services Department's Domestic Violence and Sexual Assault response programs. These funds were unspent in 2020 and will be contracted to community based agencies in 2021.	\$370,000
1.34	ROOTS Shelter Facility Funding (Human Services Department)	This item increases appropriation authority by \$190,000 to General Fund Supporting Affordability & Livability Budget Control Level (00100-BO-HS-H1000) and provides resources to the Human Services Department for the ROOTS Shelter Facilities project. These one-time funds are currently contracted to ROOTS for shelter facility improvements. Budget authority is needed for the remaining contract payment in 2021.	\$190,000

Item #	Title	Description	Amount/FTE
1.35	Food Bank Facility Improvements (Human Services Department)	This item increases appropriation authority by \$386,570 to the General Fund Supporting Affordability & Livability Budget Control Level (00155-BO-HS-H1000) and provides resources to the Human Services Department for Food Bank Facility Improvements.	\$386,570
1.36	Lambert House Facilities Funding (Human Services Department)	This item increases appropriation authority by \$600,000 to the Cumulative Reserve Fund Supporting Affordability & Livability Budget Control Level (00164-BO-HS-H1000) and by \$100,000 to the General Fund Supporting Affordability & Livability Budget Control Level (00100-BO-HS-H1000) and provides resources to the Human Services Department for the Lambert House Facilities project. These funds were awarded to Lambert House for facility improvements that house LGBTQ youth programs in the 2017 and 2020 Adopted Budgets, but were not spent. Budget authority is needed in 2021 for the execution of the contract with Lambert House.	\$600,000
1.37	Childcare Bonus Appropriation (Human Services Department)	This item increases appropriation authority by \$7,168,000 to the Human Services Fund Supporting Affordability & Livability Budget Control Level (16200-BO-HS-H1000) and provides resources to the Human Services Department for Childcare Facility projects. This budget was added in the 2020 supplemental in anticipation on awarding contracts backed by Childcare Bonus Fund revenue for Childcare Facility projects. Budget authority is needed in 2021 so that contracts for these funds can be executed.	\$7,168,000
1.38	King County Regional Homeless Authority Start Up (Human Services Department)	This item increases appropriation authority by \$1,604,671 to the General Fund Addressing Homelessness Budget Control Level (00100-BO-HS-H3000) and provides resources to the Human Services Department for King County Regional Homeless Authority start up costs. This one-time funding was added in 2020 and was not spent due to delays with the stand up of this new entity. Budget authority is needed in 2021 to provide funding for start up activities.	\$1,604,671

Item #	Title	Description	Amount/FTE
1.39	Native American/Alaskan Native Homeless Services (Human Services Department)	This item increases appropriation authority by \$284,377 to the General Fund Addressing Homelessness Budget Control Level (00100-BO-HS-H3000) and provides resources to the Human Services Department for homeless services for Native American and Alaska Native populations. This budget was added in 2020 and was not fully spent. Budget authority is needed in 2021 to continue the vital services for this population.	\$284,377
1.40	Homeless Village Funding (Human Services Department)	This item increases appropriation authority by \$214,809 to the General Fund Addressing Homelessness Budget Control Level (00100-BO-HS-H3000) and provides resources to the Human Services Department for homeless village shelter programs. These funds were added in 2020 for village programs and were not expended. Budget authority is needed in 2021 to support the City's continued effort to expand shelter programs for homeless individuals.	\$214,809
1.41	Continued Supply and Technical Needs (Law Department)	This item increases appropriation authority by \$28,000 in the Leadership and Administration BSL to provide computer enhancements and cover space expansion costs. New laptop computers received in 2020 required \$15,000 additional RAM in order to run Law Department specific programs remotely. To finish the 2020 space expansion in Columbia Center, \$13,000 will add signage, purchase furniture, and fund moving costs.	\$28,000
1.42	Legislative Department AWI Retro Payments (Legislative Department)	This item increases appropriation authority by \$300,000 in the General Fund Legislative Department (00100-BO-LG-G1000) and provides resources for the Legislative to finalize retroactive Annual Wage Increase payments for the Central Staff employees that were not eligible for these payments in 2020. The budget authority for this project was added as one-time appropriation in the 2020 Adopted Budget	\$300,000

Item #	Title	Description	Amount/FTE
1.43	Collaborative Grantmaking Grant Awards (Office for Civil Rights)	This item increases appropriation authority by \$1,000,000 to General Fund Office for Civil Rights BCL and provides resources to the Office for Civil Rights for the 2020 Collaborative Grantmaking Project Grants (CGM). In November, the 2020 CGM Request for Proposal (RFP) participants completed their review of grant applications and recommended two proposals for approval. The grant awards were announced in December 2020 and are expected to be executed first quarter of 2021.	\$1,000,000
1.44	Hate Crimes and Crimes of Bias Executive Order (Office for Civil Rights)	This item increases appropriation authority by \$50,000 to the General Fund Office for Civil Rights BCL and provides resources to support the Executive Order 2020-01 to address hate crimes and crimes of bias. Due to COVID, this work was delayed in 2020 but is moving forward in 2021.	\$50,000
1.45	History Link Restored Funding (Office of Arts and Culture)	This item increases appropriation authority by \$45,000 to Fund 12400, BSL BO-AR-VA160 (Arts and Cultural Programs) and provides resources to the Office of Arts & Culture to restore the previous level of funding to History Link on a one-time basis.	\$45,000
1.46	Seattle Together (Office of Arts and Culture)	This item increases appropriation authority by \$13,000 to the Arts & Culture Fund (12400) Arts and Cultural Programs (B0-AR-VA160) and provides resources to the Office of Arts & Culture to continue programming for the Seattle Together program. Seattle Together is a citywide community response plan designed to provide connections to resources, uplift existing community bonds, and provide frameworks for positive individual interactions. Seattle Together will support families, students, and community members who are home-bound and in search of connections to help ease anxiety, mental strain and boredom—centering strategies on those most impacted through a race and social justice lens. This work is a partnership with ARTS, DON, OED, the Seattle Public Library, and the Mayor's Innovation and Performance Team.	\$13,000

Item #	Title	Description	Amount/FTE
1.47	Chihuly Artist In Residence Support (Office of Arts and Culture)	This item increases appropriation authority by \$11,250 to the Arts & Culture Fund (Fund 12400) - Arts and Culture Programs (BO-AR-VA160) Budget Control Level and provides resources to the Office of Arts & Culture to support the Artist in Residence program at King Street Station. The Chihuly Glass Garden provided a one-time donation in 2020 to support this work. Due to COVID and the delay of residencies, these funds are being carried forward to support the work into 2021.	\$11,250
1.48	Small Contracts Carryforward (Office of Arts and Culture)	This item increases appropriation authority in the following amounts, funds, and BSLs, in the Office of Arts & Culture (ARTS): \$57,290.96, Fund 12010, BCL BO-AR-2VMA0 (Public Art) \$32,951.75, Fund 12400, BCL BO-AR-VA160 (Arts and Cultural Programs) \$8,851.50, Fund 12400, BCL BO-AR-VA170 (Cultural Space) These funds will allow ARTS to honor the contracts it encumbers with individual artists and cultural organizations to support grant awards and commissions. Many of these contracts' terms cross fiscal years, and many projects were delayed in 2020 due to COVID-19.	\$99,094
1.49	Deputy Director Salary Funding (Office of Economic Development)	This item increases appropriation authority by \$32,624 in the Leadership and Administration BSL. This carry forward will be used to support costs associated with on-boarding an Interim Deputy Director position. The COVID-19 pandemic has placed significant financial and staffing pressures on OED and this position will help the department continue COVID-19 relief work that was begun in 2020 and continues this year.	\$32,624

Item #	Title	Description	Amount/FTE
1.50	Clean City Initiative Funding Carryforward (Office of Economic Development)	This request carries forward \$50,000 of funding allocated to OED through 2020 supplemental legislation in the Business Services BSL to support the launch of the Clean City Initiative, led in large part by Seattle Public Utilities. This funding will be leveraged against additional 2021 Adopted Budget funding allocated to OED in the Only In Seattle program budget. The funds will support citywide cleanup efforts in coordination with neighborhood business districts.	\$50,000
1.51	Appropriate OEM Portion of FY2020 Urban Area Security Initiative Grant to OEM (Office of Emergency Management)	This item transfers appropriation authority of \$67,000 to the Office of Emergency Management BSL from the Seattle Police Department. This grant funding is from the Federal Emergency Management Agency and U.S. Department of Homeland Security through the Washington State Military Department - Emergency Management Division under the Urban Areas Security Initiative (UASI) for federal fiscal year 2020. This item provides funding to continue and enhance the City of Seattle's ability to prevent, protect, respond to and recover from acts of terrorism as well as other emergency events. The following OEM projects are funded under this grant: citizen preparedness and outreach and mass care shelter planning. The grant term runs from October 1, 2020 through November 30, 2022. There are no matching requirements associated with this item.	\$67,000

Item #	Title	Description	Amount/FTE
1.52	Transfer Emergency Management Performance Grant to OEM (Office of Emergency Management)	This item transfers appropriation authority of \$220,569 from the Chief of Police BSL to the Office of Emergency Management BSL for funding from the Washington State Military Department and the U.S. Department of Homeland Security. The Emergency Management Performance Grant (EMPG) for federal fiscal year 2020 provides funding to support Seattle's Office of Emergency Management (OEM), thereby significantly strengthening the City's ability to deal with natural disasters and other emergencies. This grant supports three existing positions: two Strategic Advisor IIs and one Administrative Staff Assistant. The term of this grant runs from June 1, 2020 through August 31, 2021. Positions supported by this grant will sunset if funding is discontinued and alternative sources of funding cannot be identified. This grant has a 50% matching requirement that is met by resources in the OEM budget. There are no capital improvement projects associated with this item.	\$220,569
1.53	Transfer Emergency Management Performance Grant COVID-19 Supplemental to OEM (Office of Emergency Management)	This item transfers appropriation authority of \$98,009 from the Chief of Police BSL to the Office of Emergency Management BSL for funding from the Washington State Military Department, Emergency Management Division. This funding will be used to hire a consultant to facilitate the activities to address the city's COVID-19 after action findings and to inform improvements in our planning, operations, coordination. The term of the grant runs from January 27, 2020 to December 31, 2021. There is a \$147,968 matching requirement for this item, which will be met by resources in the OEM budget. There are no capital improvement projects associated with this item.	\$98,009

Item #	Title	Description	Amount/FTE
1.54	Transfer Pre-Disaster Mitigation Grant to OEM (Office of Emergency Management)	This item transfers appropriation authority of \$3,719,417 from the Chief of Police BSL to the Office of Emergency Management BSL for funding from the Federal Emergency Management Agency (FEMA). The Pre-Disaster Mitigation Grant (PDMG) provides funding to support 75% of the cost of a structural seismic retrofit on an affordable housing facility. Capitol Hill Housing (CHH), a partner organization of the Office of Housing, intends to retrofit the Bremer Apartments, a three-story unreinforced masonry wall (URM) building that is vulnerable to earthquake damage. The life safety retrofit will protect 49 units of affordable living space and the people who reside there. Grant reimbursement for eligible work on the seismic retrofit will be passed through to CHH. OEM will receive grant reimbursement to offset the costs of managing the grant. The term of this grant runs from October 1, 2018 through April 1, 2022. This grant has a 25% matching requirement that is met by Capitol Hill Housing.	\$3,719,417
1.55	Appropriate OEM Portion of FY2019 Urban Areas Security (Office of Emergency Management)	This item transfers appropriation authority of \$60,000 from the Special Operations BSL to the Office of Emergency Management BSL. This grant funding is from the Federal Emergency Management Agency and U.S. Department of Homeland Security through the Washington State Military Department - Emergency Management Division under the Urban Areas Security Initiative (UASI) for federal fiscal year 2019. This item provides funding to continue and enhance the City of Seattle's ability to prevent, protect, respond to and recover from acts of terrorism as well as other emergency events. The following projects are funded under this grant: citizen preparedness and outreach. The grant term runs from September 1, 2019 through November 30, 2021. There are no matching requirements associated with this item.	\$60,000

Item #	Title	Description	Amount/FTE
1.56	Appropriate OEM Portion of FY2018 Urban Areas Security Initiative (Office of Emergency Management)	This item transfers appropriation authority of \$26,190 from the Special Operations BSL to the Office of Emergency Management BSL. This grant funding is from the Federal Emergency Management Agency and U.S. Department of Homeland Security through the Washington State Military Department - Emergency Management Division under the Urban Areas Security Initiative (UASI) for federal fiscal year 2018. This item provides funding to continue and enhance the City of Seattle's ability to prevent, protect, respond to and recover from acts of terrorism as well as other emergency events. The following projects are funded under this grant: citizen preparedness and outreach. The grant term runs from September 1, 2018 through November 30, 2021. There are no matching requirements associated with this item.	\$26,190
1.57	King County Emergency Medical Services (EMS) (Office of Emergency Management)	This item transfers appropriation authority of \$12,005 from the Chief of Police BSL to the Office of Emergency Management BSL for funding from Public Health - Seattle and King County (PHSKC). The service contract provides funding to support emergency preparedness and 9-1-1 education to Seattle's most vulnerable residents. The term of this contract runs from January 1, 2020 through December 31, 2021.	\$12,005
1.58	Community Preference Funding Carryforward (Office of Housing)	This item increases appropriation authority by \$50,000 to the 16600-Leadership & Administration Budget Control Level in the Office of Housing to support implementation of its community preference policy. Implementation of this policy was delayed in 2020 due to limitations created by COVID-19.	\$50,000

Item #	Title	Description	Amount/FTE
1.59	Social Welfare Support program (Office of Immigrant and Refugee Affairs)	This item increases appropriation authority by \$70,000 to General Fund Office of Immigrant and Refugee Affairs (OIRA) Budget Control Level (00100-IA-XN100) and provides resources to OIRA to support a program related to Reimagining Community Safety. The resources were originally budgeted for the Immigrant Family Institute, which was unable to be held in 2020. The new program was slow to come together in 2020 due to the difficulty of organizing new, grassroots partner activities in pandemic times. These funds will be expended via two contracts, one with a consultant on trauma mitigation strategies (\$10,000) and one to organize and flexibly deliver social welfare support to community members impacted by trauma, in conjunction with a coalition of young adult community members (\$60,000).	\$70,000
1.60	Lyft donation for travel to naturalization interviews (Office of Immigrant and Refugee Affairs)	This item increases appropriation authority by \$7,570 to General Fund Office of Immigrant and Refugee Affairs (OIRA) Budget Control Level (00100-IA-XN100) and provides resources from a Lyft donation to OIRA to support travel for citizenship applicants to USCIS interviews and oath ceremonies.	\$7,570
1.61	Equitable Development Initiative Awards (Office of Planning and Community Development)	This item increases appropriation authority by \$26,841,731 in the Planning and Community Development BSL (BO-PC-X2P00). Of this amount, \$22,297,255 is from the General Fund (10100), \$1,263,000 is from the Unrestricted Cumulative Reserve Fund (00164), and \$3,281,477 is from the Short-Term Rental Tax Fund (12200). Funds will be used for OPCD's Equitable Development Initiative (EDI) to meet commitments to community organizations. This item represents all remaining EDI budget authority that has not yet been spent or encumbered. These funds will be encumbered in the coming years as the EDI team works to enter into contracts and agreements with the various community groups that receive EDI funding.	\$26,841,732

Item #	Title	Description	Amount/FTE
1.62	Convention Center Public Benefit (Office of Planning and Community Development)	This item increases appropriation authority by \$40,280 in the General Fund Planning and Community Development Budget Control Level (00100-BO-PC-X2P00) and enables OPCD to fully utilize funds received from the Convention Center for public benefits. OPCD received \$1.5 million from the Washington State Convention Center (WSCC) in 2018 to support the Interstate 5 Lid Study. This study is now complete and this item will enable the City to utilize remaining funds for a future public benefit.	\$40,280
1.63	Maritime/Industrial Area Planning and EIS (Office of Planning and Community Development)	This item increases appropriation authority by \$257,629 in the General Fund Planning and Community Development (00100-BO-PC-X2P00) Budget Control Level and provides resources to OPCD for ongoing Maritime/Industrial Area planning work. This body of work includes \$36,000 of funding for an extended facilitation contract of the Industrial and Maritime Strategy Council; the remainder will partially fund an Environmental Impact Statement (EIS), which will also be partially funded by SDOT.	\$257,629
1.64	Funds allocated by Council for Green New Deal (Office of Sustainability and Environment)	This item increases appropriation authority by \$80,000 to OSE General Fund Budget Control Level (00100-BO-SE-X100) and provides resources to OSE for the Green New Deal program.	\$80,000
1.65	Fresh Bucks incentives (Office of Sustainability and Environment)	This item increases appropriation authority by \$842,500 to Sweetened Beverage Tax Fund in the OSE BSL (00155-BO-SE-X100) and provides resources to OSE for providing Fresh Bucks incentives to more recipients in 2021. The funds were unused in 2020 for a variety of reasons, such as lower than expected redemption rates, some of which is due to early farmers market closures due to COVID.	\$842,500

Item #	Title	Description	Amount/FTE
1.66	Support emergency school feeding programs (Office of Sustainability and Environment)	This item increases appropriation authority by \$293,000 in Sweetened Beverage Tax funds to the OSE Budget Control Level (00155-BO-SE-X100) and provides resources to OSE for emergency feeding programs at schools. The funds were unspent from the food policy program due to COVID impacts and this was determined to be a more critical need.	\$293,000
1.67	Sweetened Beverage Tax Funds (Office of the City Auditor)	This item increases appropriation authority by \$500,000 in the Sweetened Beverage Tax Fund Office of City Auditor Budget Control Level (00155-BO-AD-VG000) and provides resources for the Office of City Auditor to continue work on the evaluation of the City's Sweetened Beverage Tax. The funds were unspent in 2020 due to uncertainty around the Covid-19 pandemic, and are expected to be expended in 2021. The budget authority for these projects were regular appropriations in the 2020 Adopted Budget.	\$500,000
1.68	Space Sublease and Improvement costs (Office of the Employee Ombud)	This item increases appropriation authority by \$59,200 to the Office of the Employee Ombud BSL (BO-EM-V10MB). The department entered into a Memorandum of Agreement with the City Attorney's Office in 2020 to sublease office space in Columbia Tower. Additionally, the department is in the process of making updates and improvements to the office space that will protect the privacy and security of City employees as they seek Ombud services. The updates are critical for OEO to continue it's work effectively and safely. This item provides resources to OEO to continue these updates.	\$59,200
1.69	Carry forward for Mayor's Office (Office of the Mayor)	This item increases appropriation by \$160,000 to the Office of the Mayor Budget Summary Level and provides resources to the Mayor's Office for consulting and contracting services. This carry forward request will allow the Office of the Mayor to complete contracting work not completed in 2020 and for consulting services for both internal and external projects important to the City.	\$160,000

Item #	Title	Description	Amount/FTE
1.70	Arena Financial Oversight Carryforward (Seattle Center)	This item increases appropriation authority by \$156,325 in the General Fund Campus Budget Control Level (00100-BO-SC-60000) and provides resources for Seattle Center to continue funding a consultant with expertise in construction finances. The City needs continued monitoring and financial due diligence during the construction of Climate Pledge Arena to ensure ArenaCo is maintaining the proper balances in equity accounts and to protect the City's interest in successful completion of the project. The budget authority was added as a one-time appropriation in the 2020 Adopted Budget, intended to cover the duration of construction, through 2021.	\$156,325
1.71	Attract and Access Marketing (Seattle Center)	This item increases appropriation authority by \$163,000 in the Seattle Center Fund Campus Budget Control Level (11410-BO-SC-60000) and provides resources for Seattle Center to provide awareness and updates on the arena construction process as well as maintain awareness of ongoing happenings at Seattle Center during the construction. This campaign is in partnership with OVG, who has contributed \$175,000 to these efforts. These funds were originally part of the 2020 Adopted Budget.	\$163,000
1.72	Tolt Settlement Agreement (Seattle City Light)	This item increases appropriation authority by \$54,561 in the Environmental Affairs BSL and provides resources for SCL to fulfill the requirements of the Tolt Settlement Agreement. The Federal Energy Regulatory Commission (FERC) and the 1988 Tolt Settlement Agreement stipulate mitigation and enhancement requirements as a condition of issuing an operating license to City Light. In 2020, the Tolt Fisheries Advisory Committee (TFAC) did not fully allocate settlement funds. This carry forward requests allows for the funds to be spent in 2021 when the TFAC approves the proposed expenditures.	\$54,561

Item #	Title	Description	Amount/FTE
1.73	Conservation Carryforward (Seattle City Light)	This item increases appropriation authority by \$2,000,000 in the Energy Innovation and Resources O&M BSL and provides resources for SCL to fulfill Conservation Program obligations. These are 2020 unspent conservation funds which need to be carried forward into 2021 in order to meet conservation requirements. Requirements include providing financial support for retrofits and incentives, existing building commissioning programs, Deep Retrofit Pay for Performance programs, and the Built Smart Program. This spending is to support I-937 Washington State requirements.	\$2,000,000
1.74	Green Up Program Carryforward (Seattle City Light)	This item increases appropriation authority by \$541,800 in the Energy Innovation and Resources O&M BSL and provides resources for SCL to fully utilize Green Up earmarked revenues. These are funds for the Green Up Program (Seattle City Light's voluntary green power program). The money must be carried forward as all associated revenues are required to be used to purchase Renewable Energy Credits (RECs). These funds will be used to purchase solar RECs against five projects which have not yet been completed.	\$541,800
1.75	IT Projects and Change Management Support Carryforward (Seattle City Light)	This item increases appropriation authority by \$925,000 in the Leadership and Administration - General Expense BSL and provides resources for SCL to provide Organizational Change Management (OCM) support to existing O&M IT projects. System implementations were delayed in 2020 due to COVID 19. These unspent 2020 funds will be used to provide support and upgrade software that will improve the overall customer experience. The systems supported include the Utility Customer Self Support (UCSS) Portal, Customer Care and Billing/Meter Data Management, the Advanced Metering Initiative (AMI), Outage Management System (OMS), the Work and Asset Management System (WAMS) support, and the Enterprise GIS program.	\$925,000

Item #	Title	Description	Amount/FTE
1.76	PREP III Project Transition to Accela Team (Seattle Department of Construction and Inspections)	This item increases appropriation authority by \$500,000 in the Construction and Inspections Fund Process Improvements and Technology (PI&T) Budget Control Level (48100-BO-CI-U2800) and provides resources to the Seattle Department of Construction and Inspections (SDCI) for the PREP III project team to complete the transition to the SDCI Accela Team. The PI&T program is directly supported by SDCI permit revenues and fees.	\$500,000
1.77	Tenant Outreach and Services Contracts (Seattle Department of Construction and Inspections)	This item increases appropriation authority by \$40,000 in the General Fund Compliance Budget Control Level (00100-BO-CI-U2400) and provides resources to the Seattle Department of Construction and Inspections (SDCI) to pay for tenant services contracts ("grants"). The funds were not expended or encumbered in 2020 due to difficulties in finalizing one of the contracts.	\$40,000
1.78	Tree Code Updates Outreach (Seattle Department of Construction and Inspections)	This item increases appropriation by \$70,000 in the General Fund Government Policy, Safety & Support BSL (00100-BO-CI-U2600) and provides resources to the Seattle Department of Construction and Inspections (SDCI) for costs related to outreach for tree code updates. The intent was to spend these funds in 2020, but the work was delayed due to further refinement of RSJI elements.	\$70,000
1.79	Project One-time	This item increases appropriation authority by \$1,423,836 in the General Fund HR Services Budget Control Level (00100-BO-HR-N6000 HR Services) and provides resources for the Seattle Department of Human Resources to continue work on the Coalition Wage Study project. The budget authority for this two-year project was added as one-time appropriation in the 2020 Adopted budget. The project began in 2020 and is scheduled to end December 31, 2021. The planned scope of work cannot be completed without carryforward of the one-time budget authority to cover the project costs.	\$1,423,836

Item #	Title	Description	Amount/FTE
1.80	IT Projects One-time Carryforward (Seattle Department of Human Resources)	This item increases appropriation authority by \$932,000 in the General Fund Leadership and Administration Budget Control Level (00100-BO-HR-N5000 Leadership and Administration) and provides resources for the Seattle Department of Human Resources to pay for two information technology projects delayed from the 2020 Seattle Department of Information Technology work schedule. These projects will replace the legacy Compensation and Classification tracking system (\$528,000) and implement a new customer relations management system in the Benefits Unit (\$404,000). The Seattle Department of Information Technology has rescheduled the projects and the planned scope of work cannot be completed without carryforward of the one-time budget authority to cover project costs.	\$932,000
1.81	SLU Streetcar Spring 2021 Reconciliation (Seattle Department of Transportation)	This item increases appropriation authority by \$327,984 in the Seattle Streetcar Fund South Lake Union Streetcar Operations Budget Control Level (10800-BO-TR-12001) and provides resources for the Spring 2021 Budget Reconciliation with King County Metro for South Lake Union Streetcar costs. Per the Interlocal Agreement (ILA) with King County Metro executed in December 2019, in the spring actual revenues and expenditures are reconciled against the previous year's budget. Due to the COVID pandemic, actual ORCA revenue is expected to be less than budgeted, resulting in higher reconciliation costs for 2020.	\$327,984

Item #	Title	Description	Amount/FTE
1.82	First Hill Streetcar Spring 2021 Reconciliation (Seattle Department of Transportation)	This item increases appropriation authority by \$529,519 in the Seattle Streetcar Fund First Hill Streetcar Operations Budget Control Level (10800-BO-TR-12002) and provides resources for the Spring 2021 Budget Reconciliation with King County Metro for First Hill Streetcar costs. Per the Interlocal Agreement (ILA) with King County Metro executed in December 2019, in the spring actual revenues and expenditures are reconciled against the prior year's budget. Due to the COVID pandemic, ORCA revenue is expected to be less than budgeted, resulting in higher reconciliation costs for 2020.	\$529,519
1.83	STBD Transit Service Purchase (Seattle Department of Transportation)	This item increases appropriation authority by \$2,453,323 in the Transportation Benefit District Fund Mobility-Operations Budget Control Level (19900-BO-TR-17003) and provides resources to SDOT for transit service purchased by the Seattle Transportation Benefit District (STBD). This item appropriates funding from the 2014 voterapproved STBD measure to support sustainable funding levels for transit service during the first quarter of 2021. Revenues from the November 2020 STBD ballot measure will not be collected until April 1, 2021.	\$2,453,323
1.84	Transit Service Planning and Strategy (Seattle Department of Transportation)	This item increases appropriation authority by \$400,000 in the Transportation Fund Mobility-Operations Budget Control Level (13000-BO-TR-17003) and provides resources to SDOT for transit service planning and strategy. The Transit Service and Strategy team under spent in 2020, in part due to COVID-related spending restrictions and the hiring freeze. In 2021, the team will need to pursue critical transit planning work, including transit lane policy development and updating the Transit Master Plan which has not been substantially updated since 2012. The funding source is multimodal funds.	\$400,000

Item #	Title	Description	Amount/FTE
1.85	Food Priority Pick- Up Zone Program (Seattle Department of Transportation)	This item increases appropriation authority by \$150,000 to 13000-BO-TR-17003 Budget Control Level and provides resources to SDOT for the food Priority Pick-Up Zone program. In March 2020, SDOT launched the temporary Food Priority Pick-Up Zone program with temporary easels and attached signs at restaurants to provide reliable access for customers and food delivery vehicles. Since then, SDOT has installed about 1,100 signs at 620 restaurants and retail businesses, and the program remains popular with restaurants across the city. The Curbside Management team has started work to convert many temporary easels into permanently installed signs, with installation expected to occur through April. Transitioning to permanent signage creates more effective and enforceable permanent load zones and reduces reliance on easels, which are prone to being easily moved or stolen. Food delivery and pick-up demand is expected to remain high. Neither the permanent signs nor the temporary program was expected during 2021 budget development.	\$150,000
1.86	Hansen Permit System Data Archiving (Seattle Department of Transportation)	This item increases appropriation authority by \$235,686 to 13000-BO-TR-17004 Budget Control Level and provides resources to SDOT for archiving data from the legacy Hansen permit system. Work has been delayed due to resource constraints within Seattle IT Department (ITD) to deliver.	\$235,686
1.87	Clean City Initiative (Seattle Department of Transportation)	This item increases appropriation authority by \$231,000 to 00100-BO-TR-17005 Budget Control Level and provides resources to SDOT for the Clean City Initiative. The 2020 Revised Budget included funding for increases in trash pick-up by teams of Seattle Parks and Recreation (SPR) and SDOT employees in rights of way, parks, and open space for a fourmonth period beginning in late December 2020. The work will not be completed until around April 2021.	\$182,311

Item #	Title	Description	Amount/FTE
1.88	IT Emergency Medical Dispatch Project (Seattle Fire Department)	This item increases appropriation authority by \$138,650 in the General Fund, Seattle Fire Department, Leadership and Administration Budget Control Level (00100-BO-FD-F1000) and provides resources for the Fire Department to finalize implementation of the Emergency Medical Dispatch project. There are several outstanding work items, incorporating certain training datasets for the AI and ensuring that the AI assistance is accurate, which will be finished in 2021 before the project will be complete.	\$138,650
1.89	DEEL IT Initiative: Contracting System (Seattle Information Technology Department)	This item increases appropriation authority by \$88,750 in the Applications BSL. The budget carryforward is necessary for ITD to support the buildout of a DEEL-specific contracting system. The costs associated with this work will be direct billed to DEEL.	\$88,750
1.90	FAS IT Initiative: B2G Summit Interface (Seattle Information Technology Department)	This item increases the appropriation authority by \$48,979 in the Applications BSL. The budget carryforward is necessary for ITD to support the FAS B2G Summit Interface project. The B2G Summit Interface project was not completed in 2020 because interface requirements and design were delayed due to alignment with the Citywide Contract Management System project schedule. This work is expected to be completed in 2021. The costs associated with this work will be direct billed to FAS.	\$48,979
1.91	FAS IT Initiative: CPIMS Assessment (Seattle Information Technology Department)	This item increases appropriation authority by \$859,242 in the Applications BSL. The budget carryforward is necessary for ITD to support the FAS Capital Projects Information Management System (CPIMS). The costs associated with this work will be direct billed to FAS.	\$859,242
1.92	SFD IT Initiative: Emergency Med Dispatch (Seattle Information Technology Department)	This item increases appropriation authority by \$138,650 in the Applications BSL. The budget carryforward is necessary for ITD to support the SFD's Emergency Medical Dispatch Project. The costs associated with this work will be direct billed to SFD.	\$138,650

Item #	Title	Description	Amount/FTE
1.93	SDHR IT Initiative: Medical Plan Vendor (Seattle Information Technology Department)	This item increases appropriation authority by \$527,329 in the Applications BSL. The budget carryforward is necessary for ITD to support the SDHR Medical Plan vendor. The costs associated with this work will be direct billed to SDHR.	\$527,329
1.94	SDHR IT Initiative: Customer Service Tracking System (Seattle Information Technology Department)	This item increases appropriation authority by \$404,089 in the Applications BSL. The budget carryforward is necessary for ITD to support the SDHR Customer Service Tracking System. The costs associated with this work will be direct billed to SDHR.	\$404,089
1.95	SPD IT Initiative: Lead Database (Seattle Information Technology Department)	This item increases appropriation authority by \$71,326 in the Applications BSL. The budget carryforward is necessary for ITD to support the SPD Lead Database project. Funding for this work was collected in 2019.	\$71,326
1.96	Clean Cities Pilot (Seattle Parks and Recreation)	This item increases appropriation authority by \$150,169 to the Parks and Facilities M&R BSL (BO-PR-10000) to provide resources to Seattle Parks and Recreation (SPR) to support the Clean Cities initiative. In late 2020 the Mayor and City Council approved the investment of new funding to surge new and existing programs to clean up litter, remove graffiti, and address a backlog of deferred grounds maintenance across the city over a four month period from December 2020 through March 2021. Increases in litter and illegal dumping at parks and public spaces, coupled with reduced City staffing, and the cancellation of volunteer efforts for residents due to COVID-19 has created significant challenges for the City in keeping parks and the public right of way clean. As part of this multi-departmental effort, SPR is supporting park and neighborhood focused events, increased trash pick up from encampments and RVs, and graffiti abatement. The ramp up of staff in December was slow due to the holidays and the unspent appropriation is needed to continue the work through the end of March. Carry forward resources from 2020 would allow SPR to support the work as anticipated.	\$150,169

Item #	Title	Description	Amount/FTE
1.97	Recreation Scholarships (Seattle Parks and Recreation)	This item increases appropriation authority by \$122,000 to the Recreation Facility Programs BSL (BO-PR-50000) to provide resources to Seattle Parks and Recreation (SPR) to support scholarships for recreation programs. SPR makes scholarships available to individuals and families for programs and activities. Scholarships are based on income and family size, and are available to anyone who qualifies, including seniors and people with disabilities. Due to the pandemic, recreation programs were canceling in early March resulting in unspent scholarship funding. The department is requesting to carry forward these resources to supplement the scholarship fund in 2021 with this one-time funding.	\$122,000
1.98	AMHS Replacement (Seattle Public Library)	This item increases appropriation authority by \$1,700,000 to the Library Fund Library Programs and Services Division (B4PUB) and provides resources related to the acquisition of a new Automated Materials Handling System. In operation since 2004, the existing equipment checks-in, sorts, and distributes nearly 80% of all circulating materials in the Seattle Public Library system. Budget authority was previously appropriated for the maintenance and replacement of this important system, and this request represents a continuation of the authority. The timeline for this project was delayed owing to the COVID-19 pandemic and spending is now expected to begin in 2021.	\$1,700,000

Item #	Title	Description	Amount/FTE
1.99	AMH System Maintenance and Support (Seattle Public Library)	This item increases appropriation authority by \$500,000 to the Library Programs and Services Division (B4PUB) and provides resources related to support and maintenance of the Automated Materials Handling System. Of this amount, \$466,000 is from the 2012 Library Levy Fund, and \$34,000 is from the 2019 Library Levy Fund. This represents resources that are designated to support the Library's central Automated Materials Handling System. This critical piece of infrastructure is in the process of being replaced, however this project was delayed due to the COVID-19 pandemic and spending is now expected to begin in 2021.	\$500,000
1.100	Library HVAC, Elevator, Escalator, and Building Maintenance (Seattle Public Library)	This item increases appropriation authority by \$288,000 to the Administrative Services Division BSL (B1ADM) and provides resources for Maintenance Services to cover the cost of HVAC repairs, maintenance and testing of vertical transportation (elevators and escalators), and other system-wide maintenance projects that were sidelined by the COVID-19 pandemic. These services are still needed at the branches and the Central Library. In the absence of this carry-forward of budget authority, this essential work on our aging building portfolio will not be able to be executed.	\$228,000
1.101	Union Training Fund (Seattle Public Library)	This item increases appropriation authority by \$64,000 to the Library Fund Human Resources Division (B5HRS). These funds are related to unspent resources designated for use by the Librarian's union (Local 2083). Carry-forward of these funds is stipulated in the Library & AFSCME labor contract – Article 25, Section 4.	\$64,000

Item #	Title	Description	Amount/FTE
1.102	Central Garage Equipment (Seattle Public Library)	This item increases appropriation authority by \$120,000 to the Library Fund Administrative Services Division (B1ADM) and provides resources for the building and facilities team to replace failed equipment in the Central Library parking garage. Replacement of this equipment was planned to take place during 2020, however as a result of contractor delays due to the COVID-19 pandemic, was not able to be fully executed by year-end. This project is now expected to be completed by Q2 2021. There are not a sufficient level of resources to fund this work in the 2021 facilities baseline budget.	\$120,000
1.103	Central Cabling Project (Seattle Public Library)	This item increases appropriation authority by \$48,700 to the 2012 Library Levy Fund Library Programs and Services Division (B4PUB) and provides resources for Information Technology to continue an existing body of work related to the Central Cabling Project. This multi-year project encountered delays in completion owing to the COVID-19 pandemic with the final stages expected to be completed early in 2021. This carry-forward request reflects the remaining budget associated with the cabling project.	\$48,700
1.104	Multi-Year Meeting Room AV Project (Seattle Public Library)	This item increases appropriation authority by \$271,000 to the 2012 Library Levy Fund Library Programs and Services Division (B4PUB) and provides resources for Information Technology to continue an ongoing, multi-year meeting room Audio/Visual upgrade project. This long-term project represents several significant upgrades to our meeting rooms and was designated as a priority connected to the 2012 Library Levy. Owing to the COVID-19 pandemic and the reprioritization of IT staff capacity, this project was deferred in 2020, to be picked back up in 2021. This carry-forward request reflects the available budget associated with the Meeting Room project.	\$271,000

Item #	Title	Description	Amount/FTE
1.105	RFID Update Project (Seattle Public Library)	This item increases appropriation authority by \$113,000 to the 2012 Library Levy Fund Library Programs and Services Division (B4PUB) and provides resources for Information Technology to complete needed maintenance on the Library RFID system. This project was scheduled to begin in 2019, however due to staff turnover and capacity issues related to the Integrated Library System market study, was delayed to 2020. The project was undertaken in 2020 but encountered some delays owing to the COVID-19 pandemic and was not fully completed by 2020 year-end. This project is expected to be finished by the close of 2021.	\$113,000
1.106	Furniture Purchases at the Central Library and Branches (Seattle Public Library)	This item increases appropriation authority by \$71,900 to the Administrative Services Division BSL (B1ADM) and provides resources for the building and facilities team to cover the cost of furniture replacement in branches and at the Central Library. Of this amount, \$35,000 is from the 2012 Library Levy Fund and \$36,900 is from the 2019 Library Levy Fund. The Furniture budget is programmed on a multi-year basis and draws in funding from multiple sources—the 2012 Library Levy and 2019 Library Levy being two of them. Some furniture purchases were deferred due capacity constraints owing to the COVID-19 pandemic, however there still exists a need to replace these worn out and damaged pieces of furniture system-wide.	\$71,900
1.107	Future of the Library Study (Seattle Public Library)	This item increases appropriation authority by \$100,000 to the 2019 Library Levy Fund Chief Librarian's Office Division (B2CTL) and provides resources for the Future of the Library study. The 2019 Library Levy provided \$200,000 in resources to undertake a Future of the Library study. Due to the COVID-19 pandemic and related budget reductions, this work was deferred from 2020 to 2021. \$100,000 was included in the 2021 adopted budget for this work, with the remaining spent \$100,000 to be carried-forward from 2020.	\$100,000

Item #	Title	Description	Amount/FTE
1.108	Marketing Audio/Visual Projects (Seattle Public Library)	This item increases appropriation authority by \$21,500 in the 2019 Library Levy Fund Institutional and Strategic Advancement Division (B7STR) for Marketing and Online Services. These funds are related to ongoing audio and visual projects in support of Library community programs and services that were in progress, but owing to contracting delays stemming from the COVID-19 pandemic were not able to be fully executed by 2020 year-end.	\$21,500
1.109	IT Infrastructure Replacements (Seattle Public Library)	This item increases appropriation authority by \$325,000 to the Library Programs and Services Division BSL (B4PUB) and provides resources for Information Technology to purchase IT infrastructure equipment that was delayed in 2020. IT staffing capacity was negatively impacted by the COVID-19 pandemic as employees were redirected to create a remote Library work environment and correspondingly support a suddenly off-site workforce. As a result of the Library IT team reprioritization, other IT projects were deferred—including the purchase of some equipment. Purchasing of equipment was restored in the latter part of 2020, but there was not enough time remaining to purchase all of the needed servers, switches, and associated hardware. These purchases are part of a multi-year IT equipment replacement plan funded by the 2019 Library Levy, and are needed to ensure business continuity. Purchases are expected to be completed early in 2021.	\$325,000
1.110	Digital Books & Materials Carry- forward (Seattle Public Library)	This item increases appropriation authority by \$233,000 to the 2019 Library Levy Fund Library Programs and Services Division BSL (B4PUB) and provides resources for Technical and Collection Services to purchase items for the Library's books and materials collection. These funds were not invoiced by the end of calendar year but they support an important area of the Library's program of service—providing books and materials via our circulating collection.	\$233,000

Item #	Title	Description	Amount/FTE
1.111	Public Hygiene Program (Seattle Public Utilities)	This item increases appropriation authority by \$765,603 to the Utility Services and Operations BSL (N200B) and provides funding for ongoing invoices related to the Public Hygiene Program, as well as General Fund obligations that were incurred on Utility funds. This funding also maintains expanded service levels for the Clean City Initiative.	\$765,603
1.112	Solid Waste Fund General Expenses (Seattle Public Utilities)	This item increases appropriation authority by \$696,015 to the General Expense BSL (N000B) to pay for solid waste contract costs incurred in 2020 to be paid out in 2021.	\$696,015
1.113	Shared Funds for Finance Contracted Support (Seattle Public Utilities)	This item increases appropriation authority by \$241,000 to the Leadership and Administration BSL (N100B) to continue contracted support for the Utility's financial systems.	\$241,000
1.114	Water Inventory and Supplies (Seattle Public Utilities)	This item increases appropriation authority by \$655,349 to the Utility Service and Operations BSL (N200B) to pay for supplies and inventory for which purchase has been delayed into 2021.	\$655,349
1.115	Conservation Carryforward (Seattle City Light)	This item increases appropriation authority by \$1,980,000 in the Power System Operations and Asset Management O&M BSL and provides resources for SCL to fulfill Conservation Program obligations. These are 2020 unspent conservation funds which need to be carried forward into 2021 in order to meet conservation requirements. Requirements include providing financial support for retrofits and incentives, existing building commissioning programs, Deep Retrofit Pay for Performance programs, and the Built Smart Program. This spending is to support I-937 Washington State requirements.	\$1,980,000
Section	Section 2 – Appropriation Decrease		
2.1	Transfer OEM grants from SPD (Seattle Police Department)	This item decreases the appropriation authority of \$4,203,189 from the Chief of Police BSL due to transfer of grants a service contracts that are now overseen by the Office of Emergency Management.	(\$4,203,189)

SEATTLE CITY COUNCIL



Legislation Text

File #: CB 120058, Version: 1

CITY OF SEATTLE

ORDINANCE		
COUNCIL BILL		

- AN ORDINANCE relating to the Office of Housing (OH); authorizing the acceptance of a transfer of real property in Southeast Seattle for the purpose of development of affordable housing and other related uses, and for general municipal purposes; placing the property under the jurisdiction of OH; and ratifying and confirming certain prior acts.
- WHEREAS, the Central Puget Sound Regional Transit Authority ("Sound Transit"), a Washington municipal corporation, is the owner of certain surplus real property located in Seattle, Washington, further described in the Real Property Transfer Agreement attached as Exhibit A to this ordinance and incorporated by this reference (the "Property"). The Property is comprised of 16 individual tax parcels grouped into ten development sites; and
- WHEREAS, pursuant to RCW 81.112.350, Sound Transit has additional power to further equitable Transit-Oriented Development (TOD) goals by disposing of surplus property to certain qualified entities on the express condition that such surplus property is developed and operated as affordable housing consistent with the requirements of RCW 81.112.350; and
- WHEREAS, Sound Transit acquired all of the subject parcels except for one (parcel ID #4281400385-00) in part with funding provided by the Federal Transit Administration (FTA). Sound Transit and OH approached FTA about transferring the properties to The City of Seattle for affordable housing, particularly to increase the supply of affordable homeownership opportunities in the Rainier Valley. On September 9, 2020, following publication in the Federal Register, the FTA Region X office approved the transfer of the properties pursuant to 49 USC 5334(h). The approval allows Sound Transit to transfer the

File #: CB 120058, Version: 1

properties to The City of Seattle with discharge of the repayment obligation to FTA, provided the properties remain in their permitted use for at least five years. As part of the Real Property Transfer Agreement described below, Sound Transit and OH agree to comply with the FTA letter of approval and to cooperate with any requests for information by FTA in connection with FTA's approval of the transfer and monitoring for compliance; and

- WHEREAS, the City has previously appropriated to OH \$10 million for affordable homeownership opportunities, and OH will invest those resources in development at the Property; and
- WHEREAS, Sound Transit Board adopted Motion 2021-08 authorizing Sound Transit to enter into the Real Property Transfer Agreement described below; and
- WHEREAS, Sound Transit and OH have executed the Real Property Transfer Agreement described below, subject to City Council approval; NOW, THEREFORE,

BE IT ORDAINED BY THE CITY OF SEATTLE AS FOLLOWS:

Section 1. The Director of the Office of Housing or the Director's designee ("OH Director") is authorized on behalf of The City of Seattle (i) to enter into the Real Property Transfer Agreement attached to this ordinance as Exhibit B to Exhibit A, and to enter into amendments or modifications thereto consistent with the intent of the Agreement, (ii) to execute such documents as deemed necessary to accept the Property from Sound Transit, together with all rights, privileges, and other property pertaining thereto, for the purpose of developing affordable housing for households at or below 80 percent of area median income and for other related purposes, and for general municipal purposes, and (iii) to execute such other documents and to undertake all necessary actions and obligations described or anticipated in the Real Property Transfer Agreement, including any covenants required by the Real Property Transfer Agreement.

Section 2. Upon acceptance the Property shall be under the jurisdiction of the Office of Housing.

Section 3. Any act consistent with the authority of this ordinance taken after its passage and prior to its effective date is ratified and confirmed.

File #: CB 120058, Version: 1 Section 4. This ordinance shall take effect and be in force 30 days after its approval by the Mayor, but if not approved and returned by the Mayor within ten days after presentation, it shall take effect as provided by Seattle Municipal Code Section 1.04.020. Passed by the City Council the day of , 2021, and signed by me in open session in authentication of its passage this day of , 2021. President _____ of the City Council Approved / returned unsigned / vetoed this ______ day of ________, 2021. Jenny A. Durkan, Mayor Filed by me this _____ day of _____ , 2021. Monica Martinez Simmons, City Clerk (Seal) Attachments: Exhibit A - Real Property Transfer Agreement Exhibit A, Exhibit A - The Property Exhibit A, Exhibit B - Form of Deed

Exhibit A, Exhibit C - Form of Affordable Housing Covenant

Exhibit A, Exhibit D - Form of Restrictive Covenant

REAL PROPERTY TRANSFER AGREEMENT

This Real Property Transfer Agreement (the "Agreement") is made and entered into between THE CITY OF SEATTLE, a Washington municipal corporation, by and through the Office of Housing ("Buyer" or "OH"), and CENTRAL PUGET SOUND REGIONAL TRANSIT AUTHORITY, a Washington municipal corporation ("Seller" or "Sound Transit").

RECITALS

- A. Seller is the owner of certain real property located in Seattle, Washington further described on Exhibit A attached hereto and incorporated by this reference (the "Property"). The Property is comprised of 16 individual tax parcels grouped into ten development sites (each a "Site" and collectively, the "Sites").
- B. By Resolutions R2020-16 and R2015-07, the Sound Transit Board of Directors approved a declaration of surplus property for the Property.
- C. Sound Transit adopted a Transit-Oriented Development (TOD) Program Strategic Plan and TOD Policy, each as amended and updated from time to time, which policy and strategic plan provide the foundation for how Sound Transit approaches integrating transit infrastructure and local and regional land use development when disposing of surplus properties. Pursuant to RCW 81.112.350, Sound Transit has additional power to further equitable Transit-Oriented Development ("TOD") Goals by disposing of surplus property to certain qualified entities on the express condition that such surplus property is developed and operated as affordable housing consistent with the requirements of RCW 81.112.350.
- D. Sound Transit acquired all of the subject parcels except for one (parcel ID # 4281400385-00) in part with funding provided by the Federal Transit Administration (FTA). Sound Transit and OH approached FTA about transferring the properties to the City of Seattle for affordable housing, particularly to increase the supply of affordable homeownership opportunities in the Rainier Valley. On Sept. 9, 2020, following publication in the Federal Register, the FTA Region X office approved the transfer of the properties pursuant to 49 USC 5334(h). The approval allows Sound Transit to transfer the properties to the City of Seattle with discharge of the repayment obligation to FTA, provided the properties remain in their permitted use for at least 5 years. Sound Transit and OH agree to comply with the FTA letter of approval and to cooperate with any requests for information by FTA in connection with FTA's approval of the transfer and monitoring for compliance.
- E. Buyer desires to acquire from Seller and Seller desires to convey to Buyer the Property (as hereinafter defined) on the terms and conditions set forth below for the purpose of making the property available for the development of affordable housing.

AGREEMENT

In consideration of the mutual covenants and promises contained herein, and for other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, Seller and Buyer agree as follows:

ARTICLE I. PROPERTY

Seller hereby agrees to convey and quitclaim to Buyer, and Buyer hereby agrees to acquire from Seller, the following Property subject to the terms and conditions set forth herein:

1.1 <u>Property</u>. That certain real property described on *Exhibit A* attached hereto and incorporated by this reference (the "*Property*").

ARTICLE II. CONSIDERATION AND BUYER OBLIGATIONS

- 2.1 <u>Consideration</u>. The Property will be transferred at no monetary cost but in consideration for Buyer's fulfillment of development and community benefit obligations as set forth in this Agreement.
- 2.2 <u>Request for Proposals</u>. The Office of Housing shall complete a Request for Proposals (RFP) Process with the goal of achieving the following project milestones:
- (a) All 10 Sites will be made available for development of Resale-Restricted Homes (as defined below) within 10 years of the date of transfer to OH, requiring developers to create between 100 and 150 homes across all Sites, for sale or rent to income-eligible households. OH will determine the final number of homes per Site following a community engagement process that will, in part, inform decisions regarding the number of bedrooms per home at each development, provided that the number of homes across all Sites shall not be less than 100. The intent of this range is to maximize the density on each Site and provide the largest number of affordable homes possible, while working to fulfill the previously identified community priority for "family-sized homes", understanding that homes with more bedrooms will limit the unit development capacity at each Site.
- (b) Resale-Restricted Homes are homes that are subject to recorded restrictions intended to require that, for a period of at least 50 years, upon resale, the homes must be sold to eligible homebuyers at a sales price that is likely to be affordable to a Low-Income homebuyer. Resale restrictions must be in the form of a ground lease, covenant, or other recorded document approved by OH and are in addition to the Affordable Housing Covenant reserved by Sound Transit.
- (c) The first 3 Sites will be made available for affordable housing development via a Request for Proposal process which is published within 180 days of the transfer of the Property to OH.
- (d) OH agrees to make the Sites available to developers via a series of RFPs for the creation of long-term affordable housing that meets the requirements of RCW 81.112.350. In conjunction with publication of these RFPs OH shall conduct affirmative outreach to developers and/or homebuyer readiness organizations led by and/or serving communities of color.

- 2.3 OH Funding Commitment. The Office of Housing will make a minimum of \$10 million in funding available for the development of the Property for affordable housing. OH shall make the OH funding available for each Site according to a formula that allocates funding on a per unit basis. OH funding will be in accordance with its policies and procedures, which currently allow for funding of affordable units as follows:
 - i. \$70,000 per unit for two-bedroom units or smaller
 - ii. \$100,000 per unit for three-bedroom units or larger

These per-unit amounts may be modified to reflect changes to the City of Seattle's Housing Funding Policies but the total OH funding commitment will not be less than \$10 million. OH will review development proposals for financial feasibility and conformance to City policies.

- 2.4 <u>Green Building</u>. Projects developed on the Sites will be required to meet:
 - i. Evergreen Sustainable Development Standard v3.0.1 (2018 update), or
 - ii. LEED Mid-rise v4 or LEED Residential v4.1 Gold level and meet ESDS requirement: 5.1A Building Performance Standard New Construction, or
 - iii. An approved equivalent green-building standard, approved by Sound Transit and OH.
- 2.5 <u>Sound Transit Participation in RFP Process</u>. Sound Transit reserves the right to review and comment on a draft of each RFP. OH will provide Sound Transit with at least 10 business days to provide comments. OH will consider Sound Transit's comments in good faith but is not obligated to accept Sound Transit's comments on any RFP other than comments that affect OH's compliance with this Agreement or the Covenants. Sound Transit also reserves the right to have one staff member participate as part of the proposal evaluation committee for each RFP.
- 2.6 <u>Reporting</u>. Sound Transit will receive a quarterly report from OH summarizing any milestones associated with the solicitation and an annual report each year until all housing units across the Sites are built and occupied. Such annual report will include the number of units constructed or planned for construction and the amount of OH funding expended or pledged to date.
- 2.7 <u>Community Engagement</u>. Additionally, OH shall make a good faith effort to achieve the goals for this project identified through the joint equitable engagement efforts conducted during the summer of 2019, including:
 - i. Drafting RFPs that request various community priorities such as family-sized units for the sites.
 - ii. Seeking opportunities to deepen affordability for those making below 80% of adjusted median income.

iii. Requesting that developers facilitate relationships with community organizations and prioritize local groups looking for non-residential space where ground floor non-residential space is allowed.

ARTICLE III. TITLE AND DUE DILIGENCE

- 3.1 <u>Review of Title and Surveys</u>. During the Due Diligence Period (as defined below), Buyer shall obtain from First American Title Insurance Company ("*Title Company*") a preliminary commitment for title insurance for the Property, including copies of all exceptions and encumbrances noted thereon (the "*Preliminary Commitment*"). Buyer is also anticipating obtaining surveys of the Property for extended title insurance. Buyer and Seller shall work together during the Due Diligence Period to resolve any title exceptions to which Buyer objects, but Seller shall not be required to expend any funds or incur any liabilities to cause any title exceptions to be removed from the Commitment or insured over by the Title Company.
- 3.2 <u>Title Insurance</u>. Subject to Buyer fulfilling its obligations hereunder, Title Company must issue to Buyer at Closing a Standard Coverage Owner's Policy of title insurance or, if Buyer so requests in writing, an Extended Coverage Owner's Policy of title insurance, issued by Title Company, dated the date of Closing, insuring Buyer's title to the Property subject to no exceptions other than the standard printed exceptions, the Permitted Exceptions, and the Covenants (the "*Title Policy*"). The Title Policy shall contain such endorsements as Buyer may specify and which Title Company is willing to issue, provided that Buyer shall pay all costs of the Title Policy, the endorsements, and the cost of any update of the survey required for such extended coverage.
- 3.3 <u>Conveyance of Property</u>. At Closing Seller shall convey to Buyer fee simple title to the Property by execution and delivery of a quit claim deed in the form attached hereto as *Exhibit B* (the "*Deed*"), which is hereby approved as to form by Buyer.
- 3.4 <u>Due Diligence Period.</u> Purchaser to have a ninety (90) day due diligence review period commencing after the execution of the Property Transfer Agreement. During that time, Purchaser may review existing due diligence materials provided by Sound Transit, the Preliminary Commitment, and have a right to have limited access to the property to conduct additional due diligence activities, including obtaining an ALTA survey of each Site. OH shall notify Sound Transit prior to conducting on site due diligence, and shall coordinate its access to each Site with Sound Transit. Sound Transit due diligence materials that have been provided for each property include:
 - (a) A 2019 title report
 - (b) A 2019 appraisal
- (c) Any reports Sound Transit may have regarding environmental and soil conditions as known

Any additional due diligence is the responsibility of OH. Sound Transit has provided reports in its possession as a courtesy but does not make any warranties or representations as to their

accuracy or completeness.

ARTICLE IV. CONDITIONS PRECEDENT TO CLOSING

- 4.1 <u>Conditions Precedent to Buyer Obligations</u>. Buyer's rights and obligations under this Agreement are expressly conditioned on, and subject to satisfaction of, the following conditions precedent:
- (a) <u>Performance by Seller</u>. Seller shall have performed all material obligations required by this Agreement to be performed by it.
- (b) <u>Title Policy</u>. Title Company shall be committed to issuing the Title Policy, provided Buyer has fulfilled its obligations with respect to the Title Company.
- (c) <u>Representations and Warranties True</u>. All of Seller's representations and warranties contained herein shall be true and correct in all material respects as of the date scheduled for Closing.
- (d) <u>City Council Ordinance Authority</u>. City Council approval of the Property transfer and this Agreement on or before May 31, 2021. If City Council has not approved of the Property transfer and this Agreement by such date, this Agreement shall automatically terminate and be no further force and effect.

The conditions set forth in Sections 4.1(a) through (c) above are intended solely for the benefit of Buyer. If any of the foregoing conditions are not satisfied as of the Closing Date, Buyer shall have the right at its sole election either to waive the condition in question and proceed with the purchase of the Property or, in the alternative, to terminate this Agreement, whereupon the parties shall have no further obligations hereunder other than those obligations which survive the termination of this Agreement by their express terms.

- 4.2 <u>Conditions Precedent to Seller Obligations</u>. Seller's obligations under this Agreement are expressly conditioned on, and subject to satisfaction of, the following conditions precedent:
- (a) Buyer shall have delivered to Seller the covenants described in Section 6.1, below, substantially in the forms of *Exhibit C and Exhibit D* to this Agreement, to be recorded at Closing as covenants running with the land.
- (b) Buyer shall have performed all other material obligations required by this Agreement to be performed by it.
- (c) Buyer's representations and warranties contained herein shall be true and correct in all material respects as of the date scheduled for Closing.

The conditions set forth in Sections 4.2(a) through (c) above are intended solely for the benefit of Seller. If any of the foregoing conditions are not satisfied as of the Closing Date, Seller shall have the right at its sole election either to waive the condition in question and proceed with the sale or, in the alternative, to terminate this Agreement.

ARTICLE V. REVERSIONARY RIGHTS

5.1 Reversionary Rights. Should OH fail in its obligations to transfer all Sites to developers for the construction of affordable housing by the 10th anniversary of the date of transfer of the Property from Sound Transit to OH, any properties still held by OH at that time will, upon the request of Sound Transit, be transferred back to Sound Transit ownership at no cost to Sound Transit, free and clear of all liens or encumbrances except the Permitted Exceptions and those encumbrances approved in writing by Sound Transit. OH and Sound Transit shall cooperate to execute and record the necessary instruments to effect such reconveyance.

ARTICLE VI. COVENANTS

- 6.1 <u>Affordable Housing Covenant</u>. As a condition of Seller's obligations to convey the Property to Buyer, at Closing, Buyer shall execute, acknowledge and deliver for recording a covenant (the "*Affordable Housing Covenant*") substantially in the form attached hereto as *Exhibit C*, committing the use of the Property as follows:
- (a) A recorded covenant that requires the Property be used for affordable housing in accordance with RCW 81.112.350 and addresses the following:
 - i. A minimum of 100% of the housing units constructed on the Property must be dedicated to affordable housing. Homes must be affordable to households whose adjusted income is at or below eighty percent (80%) of area median income for King County at the time of purchase.
 - ii. Ground floor community or non-profit space will be permitted on sites where required or allowed by local zoning code and recommended through community engagement process.
 - iii. Allowance of other potential ground floor uses will be determined on a case by case basis by the parties.
 - iv. Income restrictions to be for a term of no less than fifty (50) years.
 - v. Restrictions that, if any part of the Properties are sold during the term of income restrictions for a use other than approved, that any net sale proceeds be used for creating affordable housing within one-half mile of a light rail station or transit station, as required by RCW 81.112.350(1)(b)(ii)(B). This restriction does not apply to individual home buyers selling their unit to another income-qualified buyer.
- 6.2 <u>Restrictive Covenant</u>. As a condition of Seller's obligations to convey the Property to Buyer, at Closing, Buyer shall also execute, acknowledge and deliver for recording a covenant (the "*Restrictive Covenant*") substantially in the form attached hereto as *Exhibit D*, to ensure that the Property is used for the permitted use of affordable housing as required by FTA, for a term of five (5) years.

- 6.3 OH Transfers to Affordable Housing Developers. OH agrees that it will not transfer, convey, or dispose of any Site to an awarded developer until such time as the proposed project has all necessary permits and financing in place and is ready to move forward with construction, unless Sound Transit has approved otherwise in writing. Additionally, OH will put in place or cause to be put in place various measures such as completion guarantees, payment and performance bonds, or reversionary clauses as appropriate to ensure that projects are completed and available for occupancy within 5 years of transfer of the property from OH to the developer.
- 6.4 <u>Permanently Affordable Homeownership Financing and Programming</u>. OH will put in place or cause to be put in place various loan and programmatic agreements with nonprofit partners to ensure monitoring and compliance with affordable housing covenants for at least 50 years. In addition, OH and Sound Transit shall work collaboratively as needed to allow for permanently affordable homeownership financing, including potential Fannie Mae requirements, so long as OH and its nonprofit affordable homeownership partners have provided Sound Transit with adequate assurances that the 50-year income restrictions will be satisfied.

ARTICLE VII: TRANSFER OF PROPERTY "AS IS"

- 7.1 <u>Environmental Review</u>. OH is responsible for conducting or assigning to the developers any required environmental review and approvals associated with project permitting. Sound Transit does not make any representations or warranties about the environmental condition of the Property, including its physical condition, the presence or absence of any hazardous substances, or its suitability for any intended use. By electing to proceed with the acquisition of the Property pursuant to this Agreement, OH expressly acknowledges that it has had an opportunity to conduct its own investigation of the Property. OH acknowledges that Sound Transit is conveying the Property in an "AS-IS" condition and state of repair, and with all faults, of any kind or nature and without any representations or warranties, express, implied or statutory.
- 7.2 <u>Delivery Condition</u>. The Property will be delivered in an as-is condition. Any encroachments, side sewer easements, or encumbrances on title will be the responsibility of OH to resolve or require the developer that takes ownership of the properties to resolve. Upon recording of the Deed to OH, OH shall be responsible for any defects in the Property, whether patent or latent, including, without limitation, the physical, environmental and geotechnical condition of the Property, and the existence of any contamination, hazardous substances, vaults, debris, pipelines, utilities or other structures. OH will take ownership of any fencing put on the perimeter of the Sites by Sound Transit. Upon closing, Sound Transit will remove all signage and padlocking on that fencing.
- 7.3 Release of Sound Transit. To the maximum extent allowed by law, OH does hereby waive and release Sound Transit and its officers, directors, employees, representatives, and agents from any and all damages, losses, liabilities, costs and expenses whatsoever (including, without limitation, reasonable attorneys' fees and costs) and claims associated therewith which may arise on account of or in connection with the physical or environmental condition of the Property. The terms and conditions of this Section 7 shall expressly survive the Closing and shall not merge with the provisions of the Deed or any other closing documents.

OH acknowledges that the transfer at no cost reflects the "AS IS" nature of this transaction and any faults, liabilities, defects or other adverse matters that may be associated with the Property.

ARTICLE VIII. CLOSING AND ESCROW

- 8.1 <u>Closing</u>. The closing of the transaction contemplated in this Agreement (the "*Closing*") shall take place within 180 days of mutual execution of this Agreement unless otherwise mutually agreed to by Buyer and Seller (the "*Closing Date*").
- 8.2 <u>Delivery by Seller</u>. On or before the Closing Date, Seller shall deposit with First American Title Insurance Company ("*Escrow Holder*"), the following:
- (a) the duly executed and acknowledged Deed for the Property ready for recordation on the Closing Date together with a duly executed real estate excise tax affidavit and a non-foreign certificate; and
- (b) such other instruments or documents as may be required pursuant to the provisions hereof or as mutually agreed by counsel for Seller and Buyer to be necessary to fully consummate the transaction contemplated hereby.
- 8.3 <u>Delivery by Buyer</u>. On or prior to the Closing Date Buyer shall deposit with Escrow Holder the following:
 - (a) a duly executed real estate excise tax affidavit;
 - (b) the duly executed Covenants; and
- (c) such other instruments or documents as may be required pursuant to the provisions hereof or as mutually agreed by counsel for Seller and Buyer to be necessary to fully consummate the transaction contemplated hereby.
- 8.4 <u>Title Policy; Other Instruments</u>. Title Company shall issue the Title Policy at Closing or as soon thereafter as practicable. Seller and Buyer shall each deposit such other instruments as are reasonably required by Escrow Holder, Title Company or otherwise required to close the escrow and consummate the transfer of the Property in accordance with the terms hereof.
- 8.5 <u>Prorations</u>. All expenses of the Property, including but not limited to, real property taxes, drainage district service charges, water, sewer and utility charges, current years' installments of assessments or LID's and other expenses normal to the maintenance of the Property, but excluding insurance premiums, shall be prorated as of 12:01 a.m. on the Closing Date.
- 8.6 <u>Closing Costs and Expenses</u>. Buyer and Seller shall each pay their own attorney's fees and expenses to perform their obligations hereunder in addition to the following:
- (a) Buyer shall pay all real estate excise taxes, and other transfer taxes applicable to the transfer of the Property.
 - (b) Buyer shall pay:

- (i) The fees for the Escrow Holder;
- (ii) All costs and expenses of Buyer's consultants and investigations;
- (iii) The premium for the Title Policy, together with the cost of all endorsements requested by Buyer and the cost of the survey, if any is required.
- 8.7 <u>Closing Statements</u>. The prorations shall be made on the basis of a written closing statement submitted by Escrow Holder to Buyer and Seller prior to the Closing Date and approved by Buyer and Seller, which approval shall not unreasonably be withheld. In the event any prorations or apportionments made hereunder shall prove to be incorrect for any reason, then either party shall be entitled to an adjustment to correct the same. Any item which cannot be prorated because of the unavailability of information shall be tentatively prorated on the basis of the best data then available and re-prorated between Buyer and Seller when the information is available. Notwithstanding the foregoing, any adjustments or re-prorations shall be made, if at all, within one hundred eighty (180) days after the Closing Date.

ARTICLE IX. REPRESENTATIONS AND WARRANTIES

Seller and Buyer make the following representations and warranties:

- 9.1 <u>Seller's Representations</u>. Seller represents and warrants to Buyer as of the Date of Closing:
- (a) <u>Litigation</u>. There is no litigation or proceeding pending against Seller, or to Seller's current actual knowledge threatened against Seller, which relate to the Property or the transaction contemplated by this Agreement.
- (b) <u>Compliance</u>. Seller has no actual knowledge that the Property or the operation and use thereof does not comply in any material respect with applicable laws.
- (c) <u>No Prior Options, Sales or Assignments</u>. Seller has not granted any options nor obligated itself in any manner whatsoever to sell the Property or any portion thereof to any party other than Buyer.
- (d) <u>Liens.</u> Seller has no actual knowledge of unpaid bills, claims, or liens pending or contemplated by mechanics, material suppliers, surveyors, or others, recorded or unrecorded in connection with the Property.
- (e) <u>Authority</u>. This Agreement is authorized under Sound Transit Motion M2021-08, and all documents executed by Seller which are to be delivered at Closing will be duly authorized, executed and delivered by Seller, and do not and at the time of Closing will not, violate any provisions of any agreement or judicial order to which Seller is subject.
- 9.2 <u>Buyer's Representations</u>. Buyer represents and warrants to Seller as of the Date of Closing:
 - (a) Authority. This Agreement is authorized under City Ordinance No.

_____, and all documents executed by Buyer which are to be delivered to Seller at Closing will be duly authorized, executed and delivered by Buyer, and do not and at the time of Closing will not, violate any provisions of any agreement or judicial order to which Buyer is subject.

- (b) <u>Availability of Funds</u>. Buyer has or has access to sufficient funds to perform all its obligations under this Agreement.
- 9.3 General Provision Regarding Warranties and Representation. If, prior to Closing, either Buyer or Seller discovers a fact or circumstance which might render a representation or warranty by that party inaccurate in any material respect, it shall promptly advise the other party thereof in writing. If Buyer is so advised of such a fact or circumstance prior to Closing, it shall have the option, exercisable within five (5) days thereafter to either (a) elect to terminate this Agreement or (b) to waive such inaccuracy, in which event Buyer shall be deemed to have waived all rights, claims and causes of action against Seller related thereto and the representation or warranty shall be deemed amended to reflect such fact or circumstance.

ARTICLE X. LOSS BY CONDEMNATION OR CASUALTY

In the event that all or any material portion of the Property or the becomes the subject of a taking or condemnation under the provisions of eminent domain law or suffers a casualty after the Date of this Agreement but prior to the Closing Date, Seller may terminate this Agreement, in which case the parties shall have no further rights or obligations hereunder.

ARTICLE XI. INDEMNIFICATION

Buyer shall defend, indemnify and hold Seller harmless from and against and reimburse Seller on demand for, any and all obligations, losses, liabilities, claims, cost or expense (including reasonable attorneys' fees), whether direct, contingent or consequential, resulting from claims asserted against Seller by any third party relating to the Property and arising out of actions or circumstances occurring on or after Closing, other than claims arising from any misrepresentation, breach of warranty or non-fulfillment of any covenant or agreement on the part of Seller under this Agreement.

ARTICLE XII. CONDITION OF PROPERTY

- 12.1 <u>"AS IS" Sale.</u> The Property and title thereto shall be conveyed AS-IS, WHERE-IS, WITH-ALL-FAULTS, AND WITHOUT ANY REPRESENTATION OR WARRANTY WHATSOEVER, EXPRESS OR IMPLIED, AS TO ITS CONDITION, ENVIRONMENTAL OR OTHERWISE, INCLUDING THE POTENTIAL OF ENCROACHMENTS, OR ITS SUITABILITY OR SUFFICIENCY FOR BUYER'S INTENDED USES AND PURPOSES.
- 12.2 <u>Condition of Property; Risk of Loss</u>. Seller shall convey the Property to Buyer at Closing in substantially the same physical condition the Property is in as of the Effective Date, ordinary wear and tear excepted. Seller shall bear the risk of physical loss or damage to the Property until the Closing Date. Thereafter, Buyer shall bear the risk of physical loss or damage to the Property.

12.3 <u>Waiver of Seller Disclosure Statement</u>. Buyer hereby waives any right it may have under applicable law to receive the Seller Disclosure Statement described in Ch. 64.06 RCW; provided, that Buyer may not waive disclosures required under RCW 64.06.013 related to environmental matters.

ARTICLE XIII. DEFAULT; REMEDIES

- 13.1 <u>Default by Buyer Prior to Closing</u>. If Buyer fails, without legal excuse, to complete the transfer of the Property in accordance with the terms of this Agreement or otherwise defaults hereunder for any reason, Seller's sole and exclusive remedy shall be to terminate this Agreement. The foregoing limitation on the liability of Buyer shall not be applicable with respect to Buyer's obligations to be performed at or after Closing.
- 13.2 <u>Default by Buyer After Closing</u>. If Buyer fails to timely satisfy all of its obligations under this Agreement after Closing, then Buyer shall be in default. Seller shall have the right to pursue any and all remedies available at law or in equity.
- 13.3 <u>Default by Seller Prior to Closing</u>. If Seller fails, without legal excuse, to complete the transfer of the Property in accordance with the terms of this Agreement or otherwise defaults hereunder for any reason prior to Closing, Buyer's sole and exclusive remedy shall be to terminate this Agreement.
- 13.4 <u>Default by Buyer After Closing</u>. If Seller fails to timely satisfy all of its obligations under this Agreement after Closing, then Seller shall be in default. Buyer shall have the right to pursue any and all remedies available at law or in equity.

ARTICLE XIV. NOTICES

14.1 <u>Notices</u>. All notices, demands, requests, consents and approvals which may, or are required to, be given by any party to any other party hereunder shall be in writing and shall be deemed to have been duly given if: (i) delivered personally, (ii) sent by a nationally recognized overnight delivery service, (iii) electronically transmitted with confirmation sent by another method specified in this Section 14.2 or (iv) if mailed or deposited in the United States mail and sent by registered or certified mail, return receipt requested, postage prepaid to:

Seller at: Sound Transit

Attn: Mara D'Angelo, Senior Project Manager

401 S. Jackson Street Seattle, WA 98104 Phone: 206-903-7089

Email: maradangelo@soundtransit.org

With a copy to: Sound Transit

Attn: Joanna Valeri, Senior Legal Counsel

401 S. Jackson Street Seattle, WA 98104 Phone: 206-398-5306

Email: joanna.valeri@soundtransit.org

Buyer at: City of Seattle

Office of Housing Attn: Erika Malone

700 Fifth Avenue, Suite 5700

P.O. Box 94725

Seattle, WA 98124-4725 Phone: 206-684-0247

Email: Erika.Malone@Seattle.Gov

With a copy to: The Seattle City Attorney's Office

Attn: Edward Lin

Seattle City Attorney's Office 701 Fifth Avenue, Suite 2050

Seattle, WA 98104 Phone: (206) 233-2169

Email: Edward.Lin@Seattle.Gov

or to such other addresses as either party hereto may from time to time designate in writing and deliver in a like manner. All notices shall be deemed complete upon actual receipt or refusal to accept delivery.

- 14.3 <u>Amendment, Waiver</u>. No modification, termination or amendment of this Agreement may be made except by written agreement. No failure by Seller or Buyer to insist upon the strict performance of any covenant, agreement, or condition of this Agreement or to exercise any right or remedy shall constitute a waiver of any such breach or any other covenant, agreement, term or condition. No waiver shall affect or alter this Agreement, and each and every covenant, agreement, term and condition of this Agreement shall continue in full force and effect with respect to any other then existing or subsequent breach thereof. All the terms, provisions, and conditions of this Agreement shall inure to the benefit of and be enforceable by Seller's or Buyer's permitted Affiliates and assigns.
- 14.4 <u>Survival</u>. All provisions of this Agreement which involve obligations, duties or rights to be performed after the Closing Date or the recording of the Deed, and all indemnifications, representations and warranties made in or to be made pursuant to this Agreement shall survive the Closing Date and/or the recording of the Deed.
- 14.5 <u>Captions</u>. The captions of this Agreement are for convenience and reference only and in no way define, limit or describe the scope or intent of this Agreement.
- 14.6 Merger of Prior Agreements; Reliance. This Agreement and any exhibits hereto, constitute the final and complete agreement between the parties with respect to the transfer of the Property and supersede all prior and contemporaneous agreements, letters of intent and understandings between the parties hereto relating to the subject matter of this Agreement. There are no oral or other agreements, including but not limited to any representations or warranties, which modify or affect this Agreement. Seller shall not be bound by, nor liable for, any warranties, representations or statements of fact or opinion made by any other person,

partnership, corporation or other entity, including, without limitation, the Title Company, any surveyor and any consultants. Buyer acknowledges to Seller that in entering into this Agreement, Buyer is not relying on any warranties except those expressly set forth herein.

- 14.7 <u>No Joint Venture</u>. It is not intended by this Agreement to, and nothing contained in this Agreement shall, create any partnership, joint venture or other arrangement between Buyer and Seller. No term or provision of this Agreement is intended to be, or shall be, for the benefit of any person, firm, organization or corporation not a party hereto, and no such other person, firm, organization or corporation shall have any right or cause of action hereunder.
- 14.8 Governing Law; Time. This Agreement and the rights of the parties hereto shall be governed by and construed in accordance with the internal laws of the State of Washington. "Day" as used herein means a calendar day and "Business Day" means any day on which commercial banks in Seattle, Washington are generally open for business. Any period of time which would otherwise end on a non-Business Day shall be extended to the next following Business Day. Time is of the essence of this Agreement.
- 14.9 <u>Exhibits</u>. All exhibits attached hereto or referenced herein are incorporated in this Agreement.
- 14.10 <u>Severability</u>. In case any one or more of the provisions contained in this Agreement shall for any reason be held to be invalid, illegal or unenforceable in any respect, such invalidity, illegality or unenforceability shall not affect any other provision hereof, and this Agreement shall be construed as if such provisions had not been contained herein.
- 14.11 <u>Counterparts</u>. This Agreement and the documents to be delivered hereunder may be executed in any number of counterparts, and each such counterpart hereof shall be deemed to be an original instrument, but all such counterparts together shall constitute but one agreement.
- 14.12 <u>Assignment</u>. Seller's rights and obligations under this Agreement are not assignable without the prior written consent of Buyer. Buyer's rights and obligations under this Agreement are not assignable without the prior written consent of Seller.
- 14.13 <u>Agency Disclosure and Brokerage Provisions</u>. No brokers or agents have represented either party in this transaction.

IN WITNESS WHEREOF, the parties have executed and delivered this Agreement as of the later date written below.

BUYER: THE CITY OF SEATTLE,

a Washington municipal corporation

DocuSigned by:

By: Emily Muarado

Name: Eiiiffy Alwarado

Its: <u>Director</u>, Office of Housing

Date: 4/13/2021

SELLER: CENTRAL PUGET SOUND REGIONAL TRANSIT

AUTHORITY Docusigned by:

By: Thatcher Imboden

Name: Thatcher Timboden

Its: <u>Director, Land Use, Planning & Development</u>

Date: 4/13/2021

Authorized by Sound Transit Resolution/Motion M2021-08

Approved as to Form:

DocuSigned by:

4/13/2021

Joanna Valeri

Sound Transit legal counsel

Exhibit A

The Property

Ten sites, composed of sixteen individual parcels, primarily located along Martin Luther King Jr. Way S. in the Rainier Valley, in proximity to the Columbia City, Mount Baker, and/or Othello light rail stations, as listed below.

Site #	Parcel ID	ROW No	Site Address, Seattle WA	Closest Light Rail Station	FTA Interest	Est. Square Footage
	1756700015-02	RV093	4851 MLK Jr. Way S.	Columbia City	60.00%	2,184
	1756700010-07	RV094	4853 MLK Jr. Way S.	Columbia City	60.00%	1,744
2	1756700005-04	RV095	4859 MLK Jr. Way S.	Columbia City	60.00%	4,631
	5414100205-00	RV079	4733 MLK Jr. Way S.	Columbia City	60.00%	1,815
	5414100220-01	RV082	4735 MLK Jr. Way S.	Columbia City	60.00%	1,428
4	5414100230-09	RV083	4741 MLK Jr. Way S.	Columbia City	60.00%	4,522
	4006000319-00	RV246	4203 S. Kenyon St.	Othello	60.00%	4,526
5	4006000322-00	RV247	7908 MLK Jr. Way S.	Othello	24.16%	5,892
6	3333002640-00	RV192	6740 MLK Jr. Way S.	Othello	24.16%	8,439
7	1426300125-00	RV032	3601 MLK Jr Way S.	Mount Baker	24.16%	9,180
8	4281400385-00	RV243	7860 MLK Jr. Way S.	Othello	N/A	3,797
	1756700110-06	RV096	4865 MLK Jr. Way S.	Columbia City	60.00%	3,292
			3112 S. Ferdinand			
9	1756700120-04	RV097	St.	Columbia City	24.16%	1,845
10	1703400990-00	RV099	3201S. Ferdinand St.	Columbia City	24.16%	3,776
11	2660500259-00	RV112	5042 MLK Jr. Way S.	Columbia City	60.00%	2,387
12	1662500061-00	RV185	6701 MLK Jr. Way S.	Othello	24.16%	8,341

Legal Descriptions:

Tax parcel 1756700015 (Site 2):

PARCEL A OF CITY OF SEATTLE SHORT PLAT NO. 80-167, ACCORDING TO SHORT PLAT RECORDED SEPTEMBER 29, 1981 UNDER RECORDING NO. 8109290913, IN KING COUNTY, WASHINGTON;

EXCEPT THAT PORTION CONVEYED TO THE CITY OF SEATTLE FOR STREET PURPOSES BY DEED RECORDED UNDER RECORDING NO. 20091112002407.

Tax parcel 1756700010 (Site 2):

PARCEL B OF CITY OF SEATTLE SHORT PLAT NO. 80-167, ACCORDING TO SHORT PLAT RECORDED SEPTEMBER 29, 1981 UNDER RECORDING NO. 8109290913, IN KING COUNTY, WASHINGTON;

EXCEPT THAT PORTION CONVEYED TO THE CITY OF SEATTLE FOR STREET PURPOSES BY DEED RECORDED UNDER RECORDING NO. 20091112002410.

Tax parcel 1756700005 (Site 2):

PARCEL C OF CITY OF SEATTLE SHORT PLAT NO. 80-167, ACCORDING TO SHORT PLAT RECORDED SEPTEMBER 29, 1981 UNDER RECORDING NO. 8109290913, IN KING COUNTY, WASHINGTON;

EXCEPT THAT PORTION CONVEYED TO THE CITY OF SEATTLE FOR STREET PURPOSES BY DEED RECORDED UNDER RECORDING NO. 20091112002408.

Tax parcel 1756700110 (Site 9):

ALL OF LOT 25 AND THE NORTH 36 FEET OF LOT 26 OF CORLISS ADDITION TO COLUMBIA, ACCORDING TO PLAT RECORDED IN VOLUME 15 OF PLATS AT PAGE(S) 27, IN KING COUNTY, WASHINGTON;

EXCEPT THAT PORTION OF SAID LOT 26 CONDEMNED FOR STREET; AND EXCEPT THAT PORTION CONVEYED TO THE CITY OF SEATTLE FOR STREET PURPOSES BY DEED RECORDED UNDER RECORDING NO. 20091112002409.

Tax parcel 1756700120 (Site 9):

LOTS 26 AND 27 OF CORLISS ADDITION TO COLUMBIA, ACCORDING TO PLAT RECORDED IN VOLUME 15 OF PLATS AT PAGE(S) 27, IN KING COUNTY, WASHINGTON:

EXCEPT THE NORTH 36 FEET OF LOT 26;

AND EXCEPT THAT PORTION OF SAID LOTS 26 AND 27 CONDEMNED IN KING COUNTY SUPERIOR COURT CAUSE NO. 98096 FOR EMPIRE WAY, PURSUANT TO ORDINANCE NO. 30673;

AND EXCEPT THAT PORTION CONVEYED TO THE CITY OF SEATTLE FOR STREET PURPOSES BY DEED RECORDED UNDER RECORDING NO. 20091112002406.

Tax parcel 5414100220 (Site 4):

PARCEL A OF CITY OF SEATTLE SHORT PLAT NO. 80-168, ACCORDING TO SHORT PLAT RECORDED APRIL 28, 1981 UNDER RECORDING NO. 8104280365, IN KING COUNTY, WASHINGTON;

EXCEPT THAT PORTION CONDEMNED IN KING COUNTY SUPERIOR COURT CAUSE NO. 98096 FOR EMPIRE WAY SOUTH, PURSUANT TO ORDINANCE NO. 30673; AND EXCEPT THAT PORTION CONVEYED TO THE CITY OF SEATTLE FOR STREET PURPOSES BY DEED RECORDED UNDER RECORDING NO. 20100730000175.

Tax parcel 5414100205 (Site 4):

PARCEL B OF CITY OF SEATTLE SHORT PLAT NO. 80-168, ACCORDING TO SHORT PLAT RECORDED APRIL 28, 1981 UNDER RECORDING NO. 8104280365, IN KING COUNTY, WASHINGTON:

EXCEPT THAT PORTION CONDEMNED IN KING COUNTY SUPERIOR COURT CAUSE NO. 98096 FOR EMPIRE WAY SOUTH, PURSUANT TO ORDINANCE NO. 30673; AND EXCEPT THAT PORTION CONVEYED TO THE CITY OF SEATTLE FOR STREET PURPOSES BY DEED RECORDED UNDER RECORDING NO. 20110308000322.

Tax parcel 5414100230 (Site 4):

LOTS 14 AND 15 IN BLOCK 2 OF MEADOW PARK ADDITION TO COLUMBIA CITY, ACCORDING TO PLAT RECORDED IN VOLUME 10 OF PLATS AT PAGE(S) 93, IN KING COUNTY, WASHINGTON;

EXCEPT THAT PORTION CONDEMNED FOR EMPIRE WAY SOUTH IN KING COUNTY SUPERIOR COURT CAUSE NO. 98096, ORDINANCE NO. 30673;

AND EXCEPT THAT PORTION CONVEYED TO THE CITY OF SEATTLE FOR STREET PURPOSES BY DEED RECORDED UNDER RECORDING NO. 20100730000176.

Tax parcel 4006000319 (Site 5):

THE NORTH 56.58 FEET OF THE WEST HALF OF LOT 16 OF LAKE DELL, ACCORDING TO PLAT RECORDED IN VOLUME 4 OF PLATS AT PAGE(S) 17, IN KING COUNTY, WASHINGTON;

EXCEPT THE EAST 150 FEET THEREOF;

AND EXCEPT THAT PORTION THEREOF CONDEMNED IN KING COUNTY SUPERIOR COURT CAUSE NO. 216919 FOR EMPIRE WAY, PURSUANT TO CITY OF SEATTLE ORDINANCE NO. 55314;

AND EXCEPT THAT PORTION CONVEYED TO THE CITY OF SEATTLE FOR STREET PURPOSES BY DEED RECORDED UNDER RECORDING NO. 20110526000998.

Tax parcel 4006000322 (Site 5):

THE SOUTH 73 FEET OF THE NORTH 129.58 FEET OF THE WEST HALF OF TRACT 16 OF LAKE DELL, ACCORDING TO PLAT RECORDED IN VOLUME 4 OF PLATS AT PAGE(S) 17, IN KING COUNTY, WASHINGTON;

EXCEPT THE EAST 150 FEET THEREOF;

AND EXCEPT THAT PORTION CONDEMNED IN KING COUNTY SUPERIOR COURT CAUSE NO. 216599 FOR EMPIRE WAY, AS PROVIDED BY CITY OF SEATTLE ORDINANCE NO. 53314;

AND EXCEPT THAT PORTION CONVEYED TO THE CITY OF SEATTLE FOR STREET PURPOSES BY DEED RECORDED UNDER RECORDING NO. 20110526000997.

Tax parcel 3333002640 (Site 6):

THAT PORTION OF LOT 5 IN BLOCK 13 OF HILLMAN CITY ADDITION TO THE CITY OF SEATTLE, DIVISION NO. 6, ACCORDING TO PLAT RECORDED IN VOLUME 11 OF PLATS AT PAGE(S) 23, IN KING COUNTY, WASHINGTON, LYING EASTERLY OF EMPIRE WAY SOUTH, KNOW KNOWN AS MARTIN LUTHER KING WAY; EXCEPT THAT PORTION CONVEYED TO THE CITY OF SEATTLE FOR STREET PURPOSES BY DEED RECORDED UNDER RECORDING NO. 20101208001109.

Tax parcel 1426300125 (Site 7):

LOTS 3 THROUGH 6; THE NORTH 10 FEET OF LOT 7, THE NORTH 11 FEET OF THE EAST 27 FEET OF LOT 34, AND ALL OF LOTS 35 AND 36 IN BLOCK 2 OF CASCADE VIEW ADDITION TO THE CITY OF SEATTLE, ACCORDING TO PLAT RECORDED IN VOLUME 15 OF PLATS AT PAGE(S) 75, IN KING COUNTY, WASHINGTON; EXCEPT THE WEST 75 FEET OF SAID LOT 35;

ALSO EXCEPT THE WEST 3 FEET OF SAID LOT 36:

ALSO EXCEPT THAT PORTION OF SAID LOTS 4 THROUGH 7 CONDEMNED IN KING COUNTY SUPERIOR COURT CAUSE NO. 98096 FOR EMPIRE WAY SOUTH, PURSUANT TO ORDINANCE NO. 30673;

ALSO EXCEPT THAT PORTION CONVEYED FOR STREET PURPOSES BY DEED RECORDED UNDER RECORDING NO. 20040330002447;

ALSO EXCEPT THAT PORTION CONVEYED TO THE CITY OF SEATTLE FOR STREET PURPOSES BY DEED RECORDED UNDER RECORDING NO. 20100217000919; TOGETHER WITH THAT PORTION OF VACATED ALLEY ADJOINING, WHICH, UPON VACATION ATTACHES TO SAID PROPERTY BY OPERATION OF LAW.

Tax parcel 4281400385 (Site 8):

THE SOUTH 11 FEET OF LOTS 1 AND 2 AND LOTS 35 THROUGH 38, INCLUSIVE IN BLOCK 5 OF LESTER ADDITION, ACCORDING TO PLAT RECORDED IN VOLUME 19 OF PLATS AT PAGE(S) 39, IN KING COUNTY, WASHINGTON;

EXCEPT THE SOUTH 53 FEET THEREOF;

ALSO EXCEPT THE EAST 15 FEET OF SAID LOT 35;

ALSO EXCEPT THAT PORTION CONVEYED TO THE CITY OF SEATTLE FOR STREET PURPOSES BY DEED RECORDED UNDER RECORDING NO. 20110526000999.

Tax parcel 1703400990 (Site 10):

LOTS 1664 AND 1665 IN BLOCK 61 OF COLUMBIA SUPPLEMENTAL NUMBER 1, ACCORDING TO PLAT RECORDED IN VOLUME 8 OF PLATS AT PAGE(S) 12, IN KING COUNTY, WASHINGTON;

EXCEPT THAT PORTION THEREOF CONDEMNED IN KING COUNTY SUPERIOR CAUSE NUMBER 98096 FOR STREET PURPOSES AS PROVIDED BY ORDINANCE NUMBER 30673 OF THE CITY OF SEATTLE;

ALSO EXCEPT THAT PORTION CONVEYED TO THE CITY OF SEATTLE FOR STREET PURPOSES BY DEED RECORDED UNDER RECORDING NO. 20090720000113.

Tax parcel 2660500259 (Site 11):

THAT PORTION OF THE SOUTH 50 FEET OF TRACT 5 OF FRYE'S ADDITION TO COLUMBIA, ACCORDING TO PLAT RECORDED IN VOLUME 9 OF PLATS AT PAGE(S) 87, IN KING COUNTY, WASHINGTON, LYING EAST OF EMPIRE WAY; EXCEPT THE EAST 88 FEET THEREOF;

ALSO EXCEPT THAT PORTION CONVEYED TO THE CITY OF SEATTLE FOR STREET PURPOSES BY DEED RECORDED UNDER RECORDING NO. 20090720000143.

Tax parcel 1662500061 (Site 12):

TRACT 7 OF COFFMAN GARDEN TRACTS, ACCORDING TO PLAT RECORDED IN VOLUME 10 OF PLATS AT PAGE(S) 17, IN KING COUNTY, WASHINGTON; EXCEPT THE WEST 144 FEET OF THE NORTH 100 FEET;

ALSO EXCEPT PORTION CONDEMNED IN KING COUNTY SUPERIOR COURT CAUSE NO. 98096 FOR EMPIRE WAY;

ALSO EXCEPT THAT PORTION CONVEYED TO THE CITY OF SEATTLE FOR STREET PURPOSES BY DEED RECORDED UNDER RECORDING NO. 20110315000126.

Exhibit B

Form of Deed

Exhibit C

Form of Affordable Housing Covenant

$\underline{Exhibit\ D}$

Form of Restrictive Covenant

When Recorded, Return to: City of Seattle Office of Housing 700 Fifth Avenue, Suite 5700 P.O. Box 94725 Seattle, Washington 98124-4725 Attn: Erika Malone

QUIT CLAIM DEED

Grantor: CENTRAL PUGET SOUND REGIONAL TRANSIT AUTHORITY, a

regional transit authority of the State of Washington

Grantee: THE CITY OF SEATTLE, a Washington municipal corporation, by and

through the Office of Housing

Abbreviated Legal Description of Property:

Official Legal Description on Exhibit A

Assessor's Tax Parcel Account Number(s):

Reference Number of Related Documents: N/A

QUIT CLAIM DEED

The Grantor, CENTRAL PUGET SOUND REGIONAL TRANSIT AUTHORITY, a regional transit authority of the State of Washington, for and in consideration of public benefit and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, conveys and quit claims to THE CITY OF SEATTLE, a Washington municipal corporation, by and through the Office of Housing, as Grantee, all of Grantor's right, title, and interest in the following described real estate situated in the County of King, State of Washington (the "Property"), together with any after-acquired title of the Grantor therein and subject to all rights, conditions, covenants, easements, and reservations of record:

See Exhibit A attached hereto.

The Property is conveyed subject to an Affordable Housing Covenant and a Restrictive Covenant signed by Grantor and Grantee and recorded in the real property records of King County, Washington as of the date hereof.

	GRANTOR: CENTRAL PUGET SOUND REGIONAL TRANSIT AUTHORITY, a Washington regional transit authority
	Name:
	Title:
Approved as to form:	
Sound Transit legal counsel	

STATE OF WASHINGTON)
) ss.
COUNTY OF KING)
acknowledged that said person signed authorized to execute the	certify that I know or have satisfactory evidence that is the person who appeared before me, and said person d this instrument, on oath stated that said person was instrument and acknowledged it as the of the Central Puget Sound Regional Transit it authority, to be the free and voluntary act of such party
for the uses and purposes mentioned in	
Dated:	(Signature of Notary)
	(Legibly Print or Stamp Name of Notary)
	Notary public in and for the state of Washington, residing a
	My appointment expires
(Use this space for notarial stamp/seal)	

Exhibit A

Legal Description of Property

After recording return to: Central Puget Sound Regional Transit Authority 401 S. Jackson Street Seattle, Washington 98104 Attn: Mara D'Angelo, Senior Project Manager

AFFORDABLE HOUSING COVENANT

GRANTOR: THE CITY OF SEATTLE, a Washington municipal corporation

GRANTEE: CENTRAL PUGET SOUND REGIONAL TRANSIT

AUTHORITY, a Washington regional transit authority

Abbreviated Legal Description:

Full legal on Exhibit A

Assessor's Property Tax Parcel Account Number(s):

AFFORDABLE HOUSING COVENANT

THIS AFFORDABLE HOUSING COVENANT (this "Affordable Housing Covenant" or "Covenant") is entered into by and between THE CITY OF SEATTLE, a Washington municipal corporation, by and through the Office of Housing ("Grantor") and the CENTRAL PUGET SOUND REGIONAL TRANSIT AUTHORITY, a Washington regional transit authority ("Grantee" or "Sound Transit"), collectively referred to herein as the "Parties," with reference to the following facts:

RECITALS

- A. Sound Transit is a regional transit authority of the State of Washington created pursuant to RCW chapter 81.104 and 81.112 with all powers necessary to implement a high capacity transit system within its boundaries.
- B. Pursuant to RCW 81.112.350 Sound Transit has additional power to further equitable transit oriented development goals by disposing of surplus property to qualified entities on the express condition that such property is developed and operated as affordable housing consistent with the requirements of RCW 81.112.350.
- C. Grantor and Grantee entered into a Real Property Transfer Agreement dated as of , 2021 (the "Real Property Transfer Agreement"), pursuant to which Sound Transit agreed to convey the real property described on **Exhibit A** attached hereto and incorporated herein (the "Property"), on the terms and conditions contained therein for the purpose of the creation and maintenance of affordable housing pursuant to RCW 81.112.350.
- D. Sound Transit's agreement to convey the Property is conditioned upon the conveyance being subject to the restrictive covenants described herein. This Affordable Housing Covenant is executed and recorded along with the Quit Claim Deed (the "<u>Deed</u>") of the same date.
- E. The Parties are entering into this Affordable Housing Covenant for the benefit of Sound Transit and Sound Transit's significant interests in land adjacent to and in the vicinity of the Property.
- F. It is the intent of the Parties that the conveyance of the Property to Grantor to develop affordable housing thereon pursuant to the terms and conditions set forth in the Real Property Transfer Agreement and this Covenant will (i) provide public benefit and promote the public welfare, (ii) provide affordable housing in close proximity to existing transit facilities, (iii) support transit ridership thereby decreasing traffic congestion and improving air quality for the region, and (iv) comply with the requirements of RCW 81.112.350.
- **NOW, THEREFORE**, in consideration of the foregoing recitals, the covenants set forth herein, and other good and valuable consideration, the receipt and sufficiency are hereby acknowledged, the Parties agree as follows:

AGREEMENT

- 1. <u>Incorporation of Recitals</u>. Each recital set forth above is incorporated into this Covenant.
- 2. Property to be Used for Affordable Housing. Grantor covenants and agrees the Property shall be used for the development, construction, use and operation of affordable housing that meets the following minimum criteria: The housing units on the Property shall be exclusively for lease or sale to residents whose Household Annual Income based on household size at the time of initial occupancy does not exceed 80% of Area Median Income ("Income Eligible Occupants"). Grantor shall be responsible for determining each applicant's qualification as an Income Eligible Occupant. For purposes of this Affordable Housing Covenant, the definition and calculation of "Income Eligible Occupants," "Household Annual Income" and "Area Median Income" shall be determined by using area median income, adjusted for household size, for King County. Area median income for King County shall be determined using the Department of Housing and Urban Development's (HUD's) calculation for King County median family income, which currently is based on the "Seattle-Bellevue, WA HUD Metro Fair Market Rent (FMR) Area." If, at any point in the future, HUD no longer estimates median income for the Seattle-Bellevue, WA HUD Metro FMR Area, the Parties shall agree on a comparable figure reported by a local, state, or federal agency to be used instead. Resale restricted homes must be restricted by a ground lease, covenant, or other recorded document, in a form approved by Grantor, requiring that homes will be sold to Income Eligible Occupants at a sales price that is likely to be affordable to Income Eligible Occupants. Grantor shall be responsible for enforcing the terms of such recorded document.
- 3. <u>Compliance with Legal Requirements</u>. In the implementation of this Covenant, Grantor shall comply with all Fair Housing Laws and applicable nondiscrimination laws of the United States, the State of Washington, and The City of Seattle, including but not limited to Chapter 14.08 of the Seattle Municipal Code.
- 4. <u>Term.</u> This Covenant shall take effect upon recording in the real property records of King County, Washington and shall remain in effect for a term of 50 years.
- 5. Covenant to Run with the Land. This Covenant shall be recorded in the real property records of King County, Washington and shall be a covenant running with the land. This Covenant shall be binding on Grantor and any subsequent purchaser, mortgagee, lender, lessee, or any other person for so long as Grantor or any subsequent entity or person may have any right, title or interest in the Property, so long as this Covenant shall remain in effect. This Covenant shall not be subordinated to the lien of any mortgage, deed of trust, or other encumbrance on any interest in the Property unless Sound Transit expressly consents to such subordination in a written instrument properly executed, acknowledged and recorded.
- 6. <u>Enforcement of Terms</u>. The benefits of this Covenant shall inure to and may be enforced by Sound Transit or its successors and assigns. This Covenant is not intended, and shall not be construed, to create a duty or obligation of Sound Transit to enforce any term or provision of the Covenant at the request of or for the benefit of any person, and no former, present, or

prospective resident or any other person, firm, governmental entity, organization, or entity shall have a cause of action hereunder.

- 7. <u>Defaults</u>; <u>Remedies</u>. Failure to perform any provision of this Covenant shall constitute a default if the failure to perform is not cured within 90 days after written notice of such default has been given by Sound Transit. If the default cannot reasonably be cured within 90 days after notice, then Grantor shall not be in default if it commences to cure the default within such 90-day period and thereafter diligently prosecutes such cure to completion. Sound Transit shall be entitled to all remedies in law or equity, including without limitation the right to compel specific performance or restrain by injunction the actual or threatened commission or attempt of a breach of this Covenant and to obtain a judgment or order specifically prohibiting a violation or breach of this Covenant.
- 8. <u>Delay</u>. No delay in enforcing the provisions of this Covenant as to any breach or violation shall impair, delay or waive the right of Sound Transit to enforce the same or obtain relief against or recover the continuation or repetition of such breach or violation or any other breach or violation thereof at any later time or times.
- 9. <u>Severability</u>. If any provision of this Covenant shall be found to be invalid, illegal, or unenforceable, the validity, legality, or enforceability of the remaining provisions hereof shall not in any way be affected or impaired thereby.
- 10. <u>Amendments</u>. This Covenant shall be amended only by a written instrument executed by the Parties hereto or their respective successors in title, and duly recorded in the real property records of King County, Washington.
- 11. <u>Attorneys' Fees</u>. Grantor hereby agrees to pay Sound Transit all costs, expenses and fees, including all reasonable attorneys' fees that may be incurred by Sound Transit in enforcing or attempting to enforce this Covenant following an event of default on the part of Grantor or any of Grantor's successor or assigns. The obligations of Grantor under this Section 11 shall survive any termination or expiration of this Covenant until all sums due have been paid in full.
- 12. <u>Governing Law; Jurisdiction</u>. This Covenant shall be governed by the laws of the State of Washington, and jurisdiction of any action concerning this Covenant shall lie exclusively in King County Superior Court.
- 13. <u>No Conflict with Other Documents</u>. The Parties agree they have not executed and will not execute any other agreements with provisions contradictory to or in opposition to the provisions contained in this Covenant and that in any event the requirements of this Covenant are paramount and controlling as to the rights and obligations set forth herein and supersede any other requirements in conflict herewith.
- 14. <u>Fair Construction</u>. The provisions of this Covenant shall be construed as a whole according to their common meaning not strictly for or against any Party and consistent with the provisions contained herein in order to achieve the objectives and purposes of this Covenant. Each Party hereto has reviewed and revised this Covenant with the assistance of its legal counsel.

- 15. <u>Successors and Assigns</u>. This Covenant shall be binding upon and inure to the benefit of Grantor and Grantee and their respective successors and assigns.
- 16. <u>Counterparts</u>. This Covenant may be executed in counterparts and each such counterpart shall for all purposes be deemed to be an original and together shall constitute one and the same instrument.

[Signatures on following page]

below.
GRANTOR:
THE CITY OF SEATTLE, a Washington municipal corporation, by and through the Office of Housing
By:
Name:
Title:
Date:
GRANTEE:
CENTRAL PUGET SOUND REGIONAL TRANSIT AUTHORITY, a Washington regional transit authority
By:
Name:
Title:
Date:
Approved as to form:

IN WITNESS WHEREOF, the Parties have executed this Covenant on the later date set forth

Sound Transit legal counsel

STATE OF WASHINGTON)	
) ss	
COUNTY OF KING)	
I certify that I kno	ow or have satisfactory evidence that s the person who appeared before me, and said person
acknowledged that said person signed authorized to execute the	this instrument, on oath stated that said person was instrument and acknowledged it as the of The City of Seattle, a Washington municipal
	act of such party for the uses and purposes mentioned in
Dated:	
	(Signature of Notary)
	(Legibly Print or Stamp Name of Notary)
	Notary public in and for the state of Washington, residing a
	My appointment expires
(Use this space for notarial stamp/seal)	

STATE OF WASHINGTON)	
) s	ss.
COUNTY OF KING)	
•	now or have satisfactory evidence that is the person who appeared before me, and said person
	d this instrument, on oath stated that said person was instrument and acknowledged it as the of the Central Puget Sound Regional Transit
Authority, a Washington regional transfor the uses and purposes mentioned in	it authority, to be the free and voluntary act of such party
Dated:	
	(Signature of Notary)
	(Legibly Print or Stamp Name of Notary) Notary public in and for the state of Washington, residing a
	My appointment expires
(Use this space for notarial stamp/seal)	

EXHIBIT A

Legal Description of the Property

After recording return to: Central Puget Sound Regional Transit Authority 401 S. Jackson Street Seattle, Washington 98104 Attn: Mara D'Angelo, Senior Project Manager

RESTRICTIVE COVENANT

GRANTOR: THE CITY OF SEATTLE, a Washington municipal corporation

GRANTEE: CENTRAL PUGET SOUND REGIONAL TRANSIT

AUTHORITY, a Washington regional transit authority

Abbreviated Legal Description:

Full legal on Exhibit A

Assessor's Property Tax Parcel Account Number(s):

RESTRICTIVE COVENANT

THIS RESTRICTIVE COVENANT (this "Covenant") is entered into as the day	y of
, 2021 by and between THE CITY OF SEATTLE, a Washington munic	ipal
corporation, by and through the Office of Housing ("Grantor" or the "City") and the CENTR	₹AL
PUGET SOUND REGIONAL TRANSIT AUTHORITY, a Washington regional transit authority	ority
("Grantee" or "Sound Transit"), collectively referred to herein as the "Parties," with reference	e to
the following facts:	

RECITALS

- A. Sound Transit is a regional transit authority of the State of Washington created pursuant to RCW chapters 81.104 and 81.112 with all powers necessary to implement a high capacity transit system within its boundaries.
- B. Sound Transit conveyed the real property legally described on Exhibit A attached hereto (the "<u>Property</u>"). Sound Transit originally acquired the Property in part with grant funding provided by the U.S. Department of Transportation, Federal Transit Administration ("<u>FTA</u>").
- C. Sound Transit declared the Property as surplus property pursuant to Resolution R2020-16.
- D. Sound Transit and Grantee entered into a Real Property Transfer Agreement dated , 2021 (the "Real Property Transfer Agreement"), pursuant to which Sound Transit agreed to convey the Property to the City, on the terms and conditions contained therein for the purpose of the creation and maintenance of affordable housing pursuant to RCW 81.112.350.
- E. As a condition of such conveyance of the Property, in accordance with 49 U.S.C. 5334(h), the City has agreed to use the Property for the public purpose of affordable housing, and the City's agreement to use the Property for such public purpose is a material inducement to Sound Transit's agreement to convey the Property to the City.
- F. Accordingly, the City must enter into this Covenant to run with the land, burdening the Property, as more fully set forth below.
- **NOW, THEREFORE**, in consideration of the foregoing recitals, the covenants set forth herein, and other good and valuable consideration, the receipt and sufficiency are hereby acknowledged, the parties agree as follows:

AGREEMENT

1. <u>Incorporation of Recitals</u>. Each recital set forth above is incorporated into this Covenant.

- 2. Permitted Uses. The Property, for a period of five (5) years from the date of recording hereof (the "Restricted Use Term"), must be used solely for the development of affordable housing, including resale restricted affordable homeownership units, and related community service purposes and for no other purpose unless approved in writing by the FTA (the "Permitted Uses"). The City shall not be deemed to be in violation of this Section 2 if the City is using good faith, diligent efforts to develop the Property for the Permitted Uses. Ground floor non-residential uses shall be permitted where required or allowed by local zoning code. The City may transfer the Property for affordable housing development provided the Property is transferred subject to this Covenant and the Affordable Housing Covenant recorded concurrently herewith. This Covenant shall automatically terminate after the Restricted Use Term expires. Notwithstanding the foregoing, upon Grantor's request, the parties shall execute and record a termination of this Covenant after the Restricted Use Term expires as confirmation for the public record.
- 3. <u>Right of Entry.</u> If the Property is used for any purpose other than the Permitted Uses during the Restricted Use Term, Sound Transit shall have a right of re-entry, in addition to all rights and remedies under Section 7 below, in order to enforce compliance with Section 2 above.
- 4. <u>Successors and Assigns</u>. The rights and obligations set forth in this Covenant touch and concern the land, and shall run with the Property during the Restricted Use Term. The benefits and burdens herein shall be binding upon the City and its successors and assigns, and shall inure to the benefit of Sound Transit and its successors and assigns.
- 5. <u>No Modification; Recording.</u> This Covenant may not be modified or amended except by a subsequent agreement in writing signed by the parties. This Covenant shall be recorded in the real property records of King County, Washington.
- 6. <u>Enforcement; Attorneys' Fees</u>. In the event of a dispute arising from or related to this Covenant, the prevailing party in any such proceeding shall be entitled to recover its costs and reasonable attorneys' fees. This Section 6 shall survive the expiration or termination of this Covenant.
- Remedies. If there is a default hereunder on the part of the City, Sound Transit, at its option in its sole discretion, shall be entitled to exercise all rights and remedies available under this Covenant or in law or equity, without prejudice to any other rights or remedies it may have, including, without limitation, the right to compel specific performance of the obligations under this Covenant and to restrain by injunction the actual or threatened commission or attempt of a breach of this Covenant and to obtain a judgment or order specifically prohibiting a violation of breach of this Covenant. In seeking any equitable remedies, Sound Transit shall not be required to prove or establish that Sound Transit does not have an adequate remedy at law, it being agreed that damage to Sound Transit from the City's breach of this Covenant is not readily quantifiable and monetary damages would be inadequate. The City hereby waives the requirement of any such proof and acknowledges that Sound Transit will have suffered irreparable harm and would not have an adequate remedy at law for the City's breach of this Covenant. In no event shall Sound

Transit be required to post a bond or other security in any action seeking to enforce the provisions of this Covenant by injunctive relief or other remedy.

- 8. <u>Non-Waiver</u>. Sound Transit's failure to provide notice of default hereunder, or any delay in providing any such notice of default, shall not be deemed a waiver by Sound Transit of the default. No waiver by Sound Transit of any provision of this Covenant or any breach thereof shall be of any force or effect unless in writing by Sound Transit, and no such waiver shall be construed to be a continuing waiver. The waiver by Sound Transit of the performance of any covenant, condition, or promise shall not invalidate this Covenant nor shall it be considered a waiver by Sound Transit of any other covenant, condition, or promise hereunder. The waiver by Sound Transit of the time for performing any other act shall not constitute a waiver of the time for performing any other act or an identical act required to be performed at a later time.
- 9. <u>Governing Law; Jurisdiction</u>. This Covenant shall be governed by the laws of the State of Washington, and jurisdiction of any action concerning this Covenant shall lie exclusively in King County Superior Court.
- 10. <u>No Conflict with Other Documents</u>. The parties agree they have not executed and will not execute any other agreements with provisions contradictory to or in opposition to the provisions contained in this Covenant and that in any event the requirements of this Covenant are paramount and controlling as to the rights and obligations set forth herein and supersede any other requirements in conflict herewith.
- 11. <u>Counterparts</u>. This Covenant may be executed in counterparts and each such counterpart shall for all purposes be deemed to be an original and together shall constitute one and the same instrument.

[Signatures on following page]

Sound Transit legal counsel

below.	
GRANTOR:	
THE CITY OF SEATTLE, a Washington municipal Housing	al corporation, by and through the Office of
By:	
Name:	
Title:	
Date:	
GRANTEE:	
CENTRAL PUGET SOUND REGIONAL TRANS transit authority	SIT AUTHORITY, a Washington regional
By:	
Name:	
Title:	
Date:	
Approved as to form:	

IN WITNESS WHEREOF, the Parties have executed this Covenant on the later date set forth

STATE OF WASHINGTON)	
)	SS.
COUNTY OF KING)	
•	know or have satisfactory evidence that is the person who appeared before me, and said person
	ed this instrument, on oath stated that said person was
corporation, to be the free and volunta the instrument.	ry act of such party for the uses and purposes mentioned in
Dated:	
	·
	(Signature of Notary)
	-
	(Legibly Print or Stamp Name of Notary)
	Notary public in and for the state of Washington, residing a
	My appointment expires
(Use this space for notarial stamp/seal)	

STATE OF WA	ASHINGTON)				
) ss.				
COUNTY OF I	KING)				
	rtify that	I know or is the pers		satisfactory eared before m		hat son
acknowledged		on signed this instr the instrumen	rument, on o	oath stated that acknowledged	t said person w	vas the
•	0 0	nal transit authority	, to be the fre	· ·	· ·	
Dated:						
		(Signatur	re of Notary)			
		(Legibly	Print or Stamp	Name of Notary	y)	
		Notary 1	public in and	I for the state	of Washington,	residing a
		My appo	intment expire	S		
(Use this space	for notarial star	np/seal)				

EXHIBIT A

Legal Description of the Property

SUMMARY and FISCAL NOTE*

Department:	Dept. Contact/Phone:	CBO Contact/Phone:
Office of Housing	Erika Malone 684-0247	Miguel Jimenez 684-5805

^{*} Note that the Summary and Fiscal Note describes the version of the bill or resolution as introduced; final legislation including amendments may not be fully described.

1. BILL SUMMARY

Legislation Title: relating to the Office of Housing (OH); authorizing the acceptance of a transfer of real property in Southeast Seattle for the purpose of development of affordable housing and other related uses, and for general municipal purposes; placing the property under the jurisdiction of OH; and ratifying and confirming certain prior acts.

Summary and background of the Legislation: In response to longstanding requests from the community for more affordable homeownership opportunities and the activation of vacant, surplus sites in the Rainier Valley, the City of Seattle Office of Housing (OH) has collaboratively worked with Sound Transit since 2017 to avail ten underutilized, surplus sites for the development of permanently affordable homes.

In the 2020 Adopted Budget, the City Council appropriated up to \$12 million to OH to invest in the development of permanently affordable homeownership opportunities in the Rainier Valley, on these sites specifically. This appropriation, funded through proceeds from the Mercer property sale, was subsequently carried forward into the 2021 budget. These funds will support the development of these parcels as well as pay for associated pre-development and holding-term costs such as taxes, fees and property maintenance. Development partners, when identified, will seek additional funding from state, federal and private resources necessary to develop permanently affordable homes.

On February 25, 2021, the Sound Transit Board voted to approve the transfer, at no cost, of the surplus sites to OH for permanently affordable homeownership development. Prior to the transfer of ownership, City Council must accept the parcels by Ordinance.

The redevelopment project, known as the Rainier Valley Homeownership Initiative, is envisioned to create:

- At least 100 permanently affordable homes, for sale to low-and-moderate income (LMI)
 residents, that are developed and/or stewarded by locally-led and accountable agencies in
 service to a collective community vision
- Asset-building opportunities for communities in the Rainier Valley through affordable homeownership today and in perpetuity for future homebuyers
- Increased capacity of Rainier Valley leaders and agencies to develop, own and/or steward property in Seattle and King County.

Redevelopment will follow and be guided by a community visioning process led by national leader, Grounded Solutions Network (GSN) and local coalition builder, Puget Sound Sage (Sage). GSN connects national and local expertise; bringing together the networks, knowledge

and support necessary to build inclusive communities. They promote housing solutions that will stay affordable for generations so communities can stabilize and strengthen their foundation, for good. Sage works to chart a path to a living economy in the South Salish Sea and Duwamish River Valley regions by developing community power to influence, lead and govern. Sage operates under the belief that development without displacement is possible through community self-determination and stewardship of land.

This community visioning work will include convening a community advisory board, conducting capacity assessments of organizations that wish to participate in the development and stewardship of community assets, identifying partners and partnership structure for initiative implementation, and provision of education and technical assistance.

1 / 1	
2. CAPITAL IMPROVEMENT PROGRAM	
Does this legislation create, fund, or amend a CIP Project?	Yes <u>X</u> No
3. SUMMARY OF FINANCIAL IMPLICATIONS	
Does this legislation amend the Adopted Budget?	Yes <u>X</u> No
Does the legislation have other financial impacts to The City of reflected in the above, including direct or indirect, short-term $\sigma_{\rm No}$	
Is there financial cost or other impacts of <i>not</i> implementing the If this legislation is not implemented the City of Seattle will miss a acquire land at no-cost for development of much needed and comm homeownership opportunities for residents facing immense displace neighborhood that is rapidly gentrifying.	rare opportunity to nunity requested affordable
4. OTHER IMPLICATIONS	

- a. Does this legislation affect any departments besides the originating department? No.
- b. Is a public hearing required for this legislation? $_{\mbox{\footnotesize No}}$
- c. Is publication of notice with *The Daily Journal of Commerce* and/or *The Seattle Times* required for this legislation?
 No
- d. Does this legislation affect a piece of property?

Yes. It temporarily increases the number of properties owned by the City of Seattle by 10. OH will develop a community led process that will lead to the transfer of the properties to affordable housing developers as selected through a Request for Proposal (RFP) process.

Transfer to developers will occur once all permits and financing is secured and will require future City Council approval.

e. Please describe any perceived implication for the principles of the Race and Social Justice Initiative. Does this legislation impact vulnerable or historically disadvantaged communities? What is the Language Access plan for any communications to the public? High housing costs and housing insecurity disproportionately affects people of color. This is especially acute for households of color who continue to be disproportionately excluded from homeownership opportunities. Implementation of this legislation supports RSJI principles as the initiative is in response to calls from primarily BIPOC organizations and individuals from Rainier Valley neighborhoods, for investment in more affordable homeownership opportunities. The RFP process will follow and be guided by the continuation of an equitable community engagement process.

f. Climate Change Implications

1. Emissions: Is this legislation likely to increase or decrease carbon emissions in a material way?

While the outcomes of the initiative will result in more households living near public transit which should help reduce personal vehicle trips, this project is not likely to either increase or decrease carbon emissions in a material way.

2. Resiliency: Will the action(s) proposed by this legislation increase or decrease Seattle's resiliency (or ability to adapt) to climate change in a material way? If so, explain. If it is likely to decrease resiliency in a material way, describe what will or could be done to mitigate the effects.

This project will neither increase or decrease Seattle's resiliency (or ability to adapt) to climate change in a material way.

g. If this legislation includes a new initiative or a major programmatic expansion: What are the specific long-term and measurable goal(s) of the program? How will this legislation help achieve the program's desired goal(s)?

This legislation allows for a programmatic expansion of OH's affordable homeownership program in Southeast Seattle. The goals of this expansion are to increase homeownership rates in this part of Seattle, and to help address disproportionately low rates of homeownership among households of color. This legislation will facilitate the development of no fewer than 100 permanently affordable homes, and it is anticipated that the developers of the various sites may conduct special outreach to demographic groups least likely to apply, including through outreach in various languages.

List attachments/exhibits below:

Summary Attachment 1 - List of sites for acceptance Summary Attachment 2 - Map of site locations

List of sites for acceptance

Ten sites, composed of sixteen individual parcels, primarily located along Martin Luther King Jr. Way S. in the Rainier Valley, in proximity to the Columbia City, Mount Baker, and/or Othello light rail stations, as listed below.

Site #	Parcel ID	Site Address, Seattle WA	Closest Light Rail Station	Est. Square Footage
	1756700015-02	4851 MLK Jr. Way S.	Columbia City	2,184
	1756700010-07	4853 MLK Jr. Way S.	Columbia City	1,744
2	1756700005-04	4859 MLK Jr. Way S.	Columbia City	4,631
	5414100205-00	4733 MLK Jr. Way S.	Columbia City	1,815
	5414100220-01	4735 MLK Jr. Way S.	Columbia City	1,428
4	5414100230-09	4741 MLK Jr. Way S.	Columbia City	4,522
	4006000319-00	4203 S. Kenyon St.	Othello	4,526
5	4006000322-00	7908 MLK Jr. Way S.	Othello	5,892
6	3333002640-00	6740 MLK Jr. Way S.	Othello	8,439
7	1426300125-00	3601 MLK Jr Way S.	Mount Baker	9,180
8	4281400385-00	7860 MLK Jr. Way S.	Othello	3,797
	1756700110-06	4865 MLK Jr. Way S.	Columbia City	3,292
9	1756700120-04	3112 S. Ferdinand St.	Columbia City	1,845
10	1703400990-00	3201S. Ferdinand St.	Columbia City	3,776
11	2660500259-00	5042 MLK Jr. Way S.	Columbia City	2,387
12	1662500061-00	6701 MLK Jr. Way S.	Othello	8,341





SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: CB 120059, Version: 2

CITY OF SEATTLE

ORDINANCE	
COUNCIL BILL	

AN ORDINANCE relating to funding for housing and community development programs; adopting Annual Action Plan updates to the 2018 - 2022 Consolidated Plan for Housing and Community Development; authorizing submission of the Annual Action Plans to the United States Department of Housing and Urban Development (HUD); authorizing acceptance of grant funds from HUD for programs and activities included in the 2019 and 2021 Annual Action Plans; amending Ordinance 126237, which adopted the 2021 Budget, by modifying appropriations to various departments and budget control levels in the 2021 Adopted Budget; and ratifying and confirming certain prior acts.

WHEREAS, Ordinance 125647 adopted the City's 2018 - 2022 Consolidated Plan for Housing and Community Development ("Consolidated Plan"); and

WHEREAS, the United States Department of Housing and Urban Development (HUD) requires each local jurisdiction seeking certain federal assistance to provide an annual action plan for its current Consolidated Plan for Housing and Community Development, which guides the annual allocation of funds from the Community Development Block Grant (CDBG) Program, HOME Investment Partnerships (HOME) Program, Emergency Solutions Grant (ESG) Program, and Housing Opportunities for Persons with AIDS (HOPWA) Program; and

WHEREAS, the Mayor has proposed a 2021 Annual Action Plan (AAP) to the Consolidated Plan; and

WHEREAS, a draft of the 2021 AAP was developed alongside the 2021 City Budget, with input from a number of publicly vetted needs assessments and policy documents, and the AAP was available for public review and comment for 30 days prior to a public hearing in December 2020; and

WHEREAS, Ordinance 126237 adopted the City's 2021 Annual Budget based upon assumptions developed in 2020 about CDBG, HOME, ESG, and HOPWA grant amounts from HUD; and

File #: CB 120059, Version: 2

WHEREAS, the actual 2021 grant amounts from HUD differ from those assumptions; and

- WHEREAS, HUD has required each local jurisdiction to provide substantial amendments to the same Annual Action Plan for all funds authorized under the Coronavirus Aid, Relief, and Economic Security (CARES) Act; and
- WHEREAS, Ordinance 126105 adopted a substantial amendment to the 2019 Annual Action Plan to adopt prior allocations from the CARES Act; and
- WHEREAS, a substantial amendment to the 2019 AAP to the Consolidated Plan has been proposed to accept the third tranche of CDBG appropriated under the CARES Act; and
- WHEREAS, a substantial amendment to the 2020 AAP to the Consolidated Plan has been proposed, which describes CDBG budget changes to respond to the COVID-19 pandemic; and
- WHEREAS, the budget changes in the substantial amendment to the 2020 AAP have been legislated in Ordinance 126211; NOW, THEREFORE,

BE IT ORDAINED BY THE CITY OF SEATTLE AS FOLLOWS:

Section 1. The Seattle City Council adopts the 2021 Annual Action Plan (AAP) to the 2018 - 2022 Consolidated Plan for Housing and Community Development, attached to this ordinance as Attachment 1; the substantial amendment to the 2019 AAP, attached to this ordinance as Attachment 2; and the substantial amendment to the 2020 AAP, attached to this ordinance as Attachment 3.

Section 2. The Mayor and the Director of Human Services ("Director") or their designees are authorized to submit the adopted AAPs, together with any necessary supplementary material, to the United States Department of Housing and Urban Development (HUD) as the application by the City for financial assistance under certain HUD programs; to represent the City in seeking HUD approval of the AAPs; to make and submit to HUD such modifications to the AAPs as HUD may require, provided that no substantial policy changes are involved; and to sign and deliver on behalf of the City such assurances and certifications as may be necessary to obtain HUD approval. The Director or Director's designee is further authorized to make such technical and

File #: CB 120059, Version: 2

conforming changes to the AAPs as may be deemed reasonably necessary, and to amend the AAPs, if necessary or appropriate under federal regulations, to reflect funding of specific activities, final appropriations in any Adopted Budget or amendments to an Adopted Budget, or changes in activities that are consistent with the policies and priorities established in the City's 2018 - 2022 Consolidated Plan for Housing and Community Development ("Consolidated Plan"). Any substantial amendment as defined by the Citizen Participation Plan of the Consolidated Plan shall require approval by the Council by ordinance or resolution.

Section 3. The allocations set forth in the AAPs do not constitute appropriations and are not final decisions to undertake any project or to award any subgrant or contract. The authority of the respective City departments and offices to implement the activities set forth in the AAPs is subject to sufficient appropriations in the City of Seattle 2021 Budget, as amended by this ordinance or in any separate ordinance. Implementation of any specific project or program is also subject to a final determination by the appropriate office or department after completion of any necessary review under environmental and related laws. No part of any AAP is intended to confer any legal rights or entitlements on any persons, groups, or entities.

Section 4. The Mayor or the Mayor's designee is authorized to execute, deliver, and perform for and on behalf of The City of Seattle such agreements as are reasonably necessary to accept financial assistance from HUD for the following grant programs up to the maximum amounts listed below:

Grant Program	Amount
Community Development Block Grant (CDBG)	\$9,395,488
Community Development Block Grant - CARES Act (CDBG-CV)	\$5,580,854
Housing Opportunities for Persons with AIDS (HOPWA)	\$3,150,304
Emergency Solutions Grant (ESG)	\$817,674
HOME Investment Partnerships (HOME)	\$3,371,865

CDBG funds, when received, shall be deposited into the Human Services Fund (16200), Low-Income Housing Fund (16400), Office of Housing Fund (16600), General Fund (00100), and Park and Recreation Fund (10200). HOME funds, when received, shall be deposited into the Low-Income Housing Fund (16400). HOPWA and

File #: CB 120059, Version: 2

ESG funds, when received, shall be deposited into the Human Services Fund (16200). The Mayor or the Mayor's designee is further authorized to execute and deliver such other documents relating to the agreements as may be required.

Section 5. The appropriations for the following items in the 2021 Adopted Budget are increased for the funds shown, as follows:

Item	Department	Fund	Budget Summary Level/BCL Code	Amount
			Addressing Homelessness (BO-HS- H3000)	\$131,632
	Executive (Office of Economic Development)	General Fund	Business Services (BO-ED-X1D00)	\$325
Total	Total \$131			\$131,957

Section 6. The appropriations for the following items in the 2021 Adopted Budget are decreased for the funds shown, as follows:

Item	Department	Fund	Budget Summary Level/BCL Code	Amount
	`	Low Income Housing Fund (16400)	Multifamily Housing (BO-HU-3000)	(\$18,748)
		Human Services Fund (16200)	Supporting Affordability and Livability (BO-HS-H1000)	(\$107,071)
Total			(\$125,819)	

Section 7. Unspent funds appropriated in this ordinance shall carry forward to subsequent fiscal years until they are exhausted or abandoned by ordinance.

Section 8. Execution of the agreements authorized in Section 4 of this ordinance, and any other act consistent with the authority and taken prior to the effective date of this ordinance, is ratified and confirmed.

Section 9. This ordinance shall take effect and be in force 30 days after its approval by the Mayor, but if not approved and returned by the Mayor within ten days after presentation, it shall take effect as provided by Seattle Municipal Code Section 1.04.020.

File #: CB 120059, Version: 2			
Passed by the City Council the			
me in open session in authentication of its	passage this day	y of	, 2021.
		of the City Counc	— sil
Approved / returned unsigned / ve	toed this day	of	_, 2021.
	Jenny A. Durkan, M.	layor	
Filed by me this day of		, 2021.	
	Monica Martinez Si	mmons, City Clerk	_
(Seal)			
Attachments: Attachment 1 - 2021 Annual Action Plan Attachment 2 - 2019 Annual Action Plan Attachment 3 - 2020 Annual Action Plan			

City of Seattle - 2021 Annual Action Plan

Executive Summary

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

1. Introduction

This 2021 Annual Action Plan is submitted to the U.S. Department of Housing and Urban Development (HUD) as the application for origin year 2021 funds from the Community Development Block Grant (CDBG), HOME, Emergency Solutions Grant (ESG), and Housing Opportunities for Persons with AIDS programs (HOPWA). This is submitted in compliance with regulations found at 24 CFR 91. The Annual Action Plan encapsulates the fourth year of the 2018-2022 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 2021, a total of approximately \$18.6 million in entitlement and estimated program income is governed by this annual plan. CARES Act funding is reflected in Substantial Amendments to the 2019 Annual Action Plan

Significant policy and funding changes will impact 2021 programs: 1) the update of the Housing Levy Administration and Financial Plan and Policies; 2) the transition to the new King County Regional Homelessness Authority (KCRHA) during 2021; and 3) changes in the approach to Economic Development funding 4) Receipt of \$41.2M CDBG-CV and ESG-CV CARES Act funding

Housing Policy: Seattle's Office of Housing (OH) updated the Housing Levy Administration and Financial Plan and Housing Funding Policies in 2019, for program years 2019-2020. 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. Several non-profit housing developers have expressed interest in implementing community preference outreach in their upcoming projects. The next anticipated review of Levy policies will occur in 2021.

Homeless Services Consolidation with King County: Seattle's Human Service Department's (HSD) 2020 investments in homelessness response project increases in the numbers of households served (it's important to note that Covid-19 will 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 2021, the City will continue to build on this impact,

aligning and merging contracts with King County and our region's Continuum of Care to create a new King County Regional Homelessness Authority (KCRHA). This new Inter Local Agreement (ILA) will provide a strategic, unified regional response to homelessness.

Economic Development Policy: The COVID-19 pandemic has taken its toll on the economy around the world, and while Seattle has historically has a strong economy, the starting point is that 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. In 2020, OED launched new programs to assist business owners to weather the pandemic and, of note, received a dramatic increase in funding for the Small Business Stabilization Fund to help respond to the current reality. This program is continued in 2021.

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. Activities included: emergency rent assistance and small business grants to owners with low and-moderate- incomes and with businesses serving areas at high risk of economic displacement even before the pandemic. Approximately \$23m of ESG-CV and \$5.7m CDBG-CV will be allocated via RFQ to temporary, non-congregate shelter, Rapid Rehousing and Diversion activities.

2. Summarize the objectives and outcomes identified in the Plan

The objectives of the governing 2018 - 2022 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; and advance the objectives of affirmatively furthering fair housing.

3. Evaluation of past performance

- HSD's CDBG public service and ESG dollars provided vital overnight shelter to over 4,567 homeless households in 2019.
- OH awarded funding for 27 federally funded affordable housing units In addition, CDBG support
 provided home repair to 500 households: primarily for senior homeowners. HOME funds were
 used in the Low-Income Housing Institute Othello project, estimated to produce 93 units, 11 of
 which are HOME funded. Parks and Recreation Department (SPR) used CDBG funding to

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- complete capital improvements and renovations, including ADA improvements, at nine (3) neighborhood parks serving low-moderate-income neighborhoods.
- The Office of Economic Development (OED) CDBG funded activities supported approximately 200 businesses in 9 neighborhood districts, with about 85 low income microenterprises receiving direct technical support. Outside of neighborhood centric work, an additional 200 businesses were assisted in 2019.
- The Office of Immigrant and Refugee Affairs (OIRA) Ready to Work Program (RTW) continues to
 meet client demographic goals. In 2019, of 130 unduplicated clients served 13 were extremely
 low income and 117 were low income. All were immigrants (68) Asian American; (55)
 Black/African American/Other African, and 7 Hispanic. The Ready to Work (RTW) program is
 recognized by the US Department of Labor, National Skills Coalition, and the Research Triangle
 institute as a best practice community anti-poverty, employment program.
- In 2020, the Office of Planning and Community Development's (OPCD), Equitable Development Initiative awarded \$5.89 million to 10 community-initiated projects one of which received an award of \$890,000 of CDBG dollars to support LMI communities. The projects are intended to serve high-risk of displacement communities throughout Seattle.

4. Summary of Citizen Participation Process and consultation process

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 2020 Adopted (second year of biennial budget) and 2021 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 2021 Annual Action Plan was publicized and made available for public comment for a 30-day public comment period beginning November 5, 2020. After confirmation of the City's final HUD allocation a second round of public comment began on March 29, 2021.

5. Summary of public comments

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

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

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.

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.

SEATTLE	
SEATTLE	Human Services Department, Fed. Grants Mgt. Unit
SEATTLE	Human Services Department, FGMU
SEATTLE	Office of Housing (OH)
SEATTLE	Human Services Department, FGMU
	SEATTLE SEATTLE SEATTLE

Table 1 – Responsible Agencies

Narrative (optional)

The City's Federal Grants Administration 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 are transitioning to a new regional model of governance to ensure coordinated, effective coverage for a range services to people experiencing homelessness. It is anticipated that the City and King County planning and contracting work will sunset in late 2021 when KCRHA becomes operational. King County Regional Homelessness Authority (KCRHA) will administer homelessness diversion, prevention and intervention services through eventual consolidation of city and King county contracts. The City anticipates that federal CDBG and ESG public services funding will continue through 2021 and will be included in the Master Agreement from HSD to the KCRHA once operational. A Memorandum of Agreement regarding priorities for City federal grant funds by the KCRHA in accord with the City's 2018-2022 Consolidated Plan and in compliance with all HUD certifications and requirements for use of these grant funds will be executed.

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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 is Dan Burton and may be reached by calling 206-256-5415.

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

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.

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))

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:

<u>Coordinated acquisitions</u>: 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.

<u>Yesler Terrace Cooperative Agreement</u>: 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.

<u>Tenant-based vouchers in Multifamily Tax Exemption (MFTE) units</u>: 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.

<u>Section 18 conversion of scattered sites:</u> 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:

<u>Harborview Medical Center</u> – 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.

<u>Western State Hospital</u> – 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.

<u>Homeless</u> Strategy & Investment (HSI) - 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. Coordination increased in 2019 during a severe extended winter weather event and Hep A outbreak, bringing together housing providers, health and mental health providers, and government partners to respond together and establishing a deeper foundation for further collaboration. In December 2019 PHSKC published a <u>Sanitation and Hygiene Guide for Homeless Service Providers</u> to support the healthy day-to-day operations of shelters, tiny home villages, day centers, and other communities that serve people experiencing homelessness. In 2020, the partnership expanded to support the regions efforts to address the COVID-19 pandemic.

<u>Housing Connector</u> 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. This results in . 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.

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 homeless and formerly homeless people working 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 will be integrated into the structure of the new authority. including coordinating its ESG and CoC Program funding decisions. For more information about KCRHA please visit http//regionalhomelesssystem.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 homelessness. In addition, the City recently partnered with All Home and King County on restructured homelessness governance, outlined elsewhere in this report. As the King County Regional Homelessness Authority begins to form, the CoC work will be integrated into the new regional authority. Additional information about the KCRHA can be found here https://regionalhomelesssystem.org/.

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

See table below.

Table 2 – 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

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	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 Housing Need		Housing Need Assessment
	Consultation?	Homeless Needs - Chronically homeless
		Homeless Needs - Families with children
		Market Analysis

	Briefly describe how the	The Housing Development Consortium (HDC) is a membership organization
	Agency/Group/Organization was consulted. What	representing the many agencies and businesses involved in the nonprofit housing
	are the anticipated outcomes of the consultation	industry in Seattle and King County. Its members include nonprofit housing
	or areas for improved coordination?	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	Housing Need Assessment
	Consultation?	Homeless Needs - Chronically homeless
		Homeless Needs - Families with children
		Homelessness Strategy
		Market Analysis

	Briefly describe how the	The Technical Advisory Committee was convened by the Office of Housing to advise
	Agency/Group/Organization was consulted. What	the City on programs and goals for the proposed 2016 Seattle Housing Levy. It was
	are the anticipated outcomes of the consultation	comprised of 28 members with a broad range of expertise, including assisted and
	or areas for improved coordination?	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		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	Housing Need Assessment
Consultation? Homeless Needs - Chronically homeless		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	Homeless Need – Chronically Homeless
	Consultation?	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.

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	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://regionalhomelesssystem.org/
2017 City and SHA Assessment of Fair Housing	Human Services Dept FGMU	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
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	Lead	How do the goals of your Strategic Plan overlap with the goals of each plan?
Plan	Organization	
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 Comprehens ive Plan	Office of Planning and Comm. Dev.	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. Analysis and community involvement to inform the next update of the Comprehensive Plan, due in 2024, has begun. The Comprehensive Plan responds to direction in the state Growth Management Act and is consistent with frameworks provided by the King County Countywide Planning Policies and the multicounty planning policies in the regional plan, VISION 2050. http://www.seattle.gov/opcd/ongoing-initiatives/seattles-comprehensive-plan

Name of	Lead	How do the goals of your Strategic Plan overlap with the goals of each plan?
Plan	Organization	
Countywide	King County	Along with the regional VISION 2050 plan, the Countywide Planning Policies provide the county-level policy
Planning	Growth	framework and city-level housing- and job-growth targets addressed in Seattle's Comprehensive Plan.
Policies	Management Planning	https://www.kingcounty.gov/depts/executive/performance-strategy-budget/regional-planning/CPPs.aspx
	Council	An update of the Countywide Planning Policies is anticipated to be adopted in 2022. This will include housing
	Courien	policies geared to support the Five-Year Action Plan, completed by the Regional Affordable Housing Task Force
		in 2018, and to 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.
		https://www.kingcounty.gov/depts/executive/performance-strategy-budget/regional-planning/Growth-
		Management/GMPC/Affordable-Housing.aspx
		The Countywide Planning Policies also include the allocation of new growth targets to be addressed in the next
		update of Seattle's Comprehensive Plan.
VISION	Puget Sound	VISION 2050 is the current long-range regional plan for guiding growth while sustaining a healthy environment,
2050	Regional	thriving communities, and a strong economy. In addition to planning for how and where expected regional
	Council	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.
		https://www.psrc.org/vision.

Name of	Lead	How do the goals of your Strategic Plan overlap with the goals of each plan?
Plan	Organization	
Housing Analysis and Strategies report (E2SHB 1923 Grant – Increasing Residential Building Capacity	Office of Planning and Community Dev.	The City is drafting a Housing Analysis and Strategies report funded with a state grant for development of a "Housing Action Plan" awarded to the City under the grant program created under Engrossed Second Substitute House Bill (E2SHB) 1923. The focus of the City's work is understanding—and better aligning—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. This work, which will include recommendations for tools and actions to address gaps in current and future supply, types, and affordability of housing, is being done in close collaboration the Office of Housing and other city stakeholders and is due in 2021. http://lawfilesext.leg.wa.gov/biennium/2019-20/Pdf/Bill%20Reports/House/1923-S2.E%20HBR%20FBR%2019.pdf
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

Name of	Lead	How do the goals of your Strategic Plan overlap with the goals of each plan?
Plan	Organization	
Chinatown Internationa I District (CID) Framework and Implementa tion Plan	Office of Planning and Comm. Dev. and Department of Neighborhoo ds	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
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

Name of	Lead	How do the goals of your Strategic Plan overlap with the goals of each plan?
Plan	Organization	
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	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. 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: <a href="https://seattle.legistar.com/LegislationDetail.aspx?ID=3881345&GUID=3FB1D1A4-A9D9-4739-A789-EC7DB5621491&Options=Advanced&Search=" https:="" legislationdetail.aspx?id='3881345&GUID=3FB1D1A4-A9D9-4739-A789-EC7DB5621491&Options=Advanced&Search="https://seattle.legistar.com/LegislationDetail.aspx?ID=3881345&GUID=3FB1D1A4-A9D9-4739-A789-EC7DB5621491&Options=Advanced&Search="https://seattle.legistar.com/LegislationDetail.aspx?ID=3881345&GUID=3FB1D1A4-A9D9-4739-A789-EC7DB5621491&Options=Advanced&Search="https://seattle.legistar.com/LegislationDetail.aspx?ID=3881345&GUID=3FB1D1A4-A9D9-4739-A789-EC7DB5621491&Options=Advanced&Search="https://seattle.legistar.com/LegislationDetail.aspx?ID=3881345&GUID=3FB1D1A4-A9D9-4739-A789-EC7DB5621491&Options=Advanced&Search="https://seattle.legistar.com/LegislationDetail.aspx?ID=3881345&GUID=3FB1D1A4-A9D9-4739-A789-EC7DB5621491&Options=Advanced&Search="https://seattle.legistar.com/LegislationDetail.aspx?ID=3881345&GUID=3FB1D1A4-A9D9-4739-A789-EC7DB5621491&Options=Advanced&Search="https://seattle.legistar.com/LegislationDetail.aspx?ID=3881345&GUID=3FB1D1A4-A9D9-4739-A789-EC7DB5621491&Options=Advanced&Search="https://seattle.legistar.com/LegislationDetail.aspx?ID=3881345&GUID=3FB1D1A4-A9D9-4739-A789-EC7DB5621491&Options=Advanced&Search="https://seattle.legistar.com/LegislationDetail.aspx?ID=3881345&GUID=3881345&GUID=3881345&GUID=3881345&GUID=3881345&GUID=3881345&GUID=3881345&GUID=3881345&GUID=3881345&GUID=3881345&GUID=38813</td' seattle.legistar.com="">

Name of	Lead	How do the goals of your Strategic Plan overlap with the goals of each plan?
Plan	Organization	
Equitable Developmen t Implementa tion Plan	OPCD	Guides investments and policy around equitable development and anti-displacement goals https://www.seattle.gov/documents/Departments/OPCD/OngoingInitiatives/SeattlesComprehensivePlan/EDIImpPlan042916final.pdf
Equitable Developmen t 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/EDIImpPlan042916final.pdf
Housing Affordability & Livability Agenda (HALA)	Office of Planning and Community Developmen t 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 is developing 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.

Name of	Lead	How do the goals of your Strategic Plan overlap with the goals of each plan?
Plan	Organization	
Housing Choices	Office of Planning and Community Devel.	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. http://www.seattle.gov/opcd/ongoing-initiatives/housing-choices
Encouraging Backyard Cottages	Office of Planning and Community Devel.	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 include piloting various strategies to support equitable ADU development and affordability for homeowners and tenants, including pre-approved plans https://www.seattle.gov/opcd/ongoing-initiatives/encouraging-backyard-cottages https://aduniverse-seattlecitygis.hub.arcgis.com/pages/guide
Under One Roof	Office of Housing	Describes need for affordable housing and the impact of the local Housing Levy for Seattle subsidized housing development. http://www.seattle.gov/housing/levy/
Seattle Housing Levy Administrati ve and Financial	Office of Housing	Referenced in Consolidated Plan because of direct connection to Housing Funding Policies contained in the Levy Administrative & Financial plan. https://www.seattle.gov/Documents/Departments/Housing/Footer%20Pages/HousingLevy A-F-Plan 2017-18.pdf

Name of	Lead	How do the goals of your Strategic Plan overlap with the goals of each plan?
Plan	Organization	
Seattle		The goals of SHA's Strategic Plan and the Consolidated Plan align well. Specifically, the Strategic Plan calls for
Housing	Seattle	SHA to expand public housing opportunities for low-income households, promote quality communities, and
Authority	Housing	improve quality of life for its participants. It also commits to partnership and coordinated action and race and
Strategic	Authority	social justice as organizational cornerstones.
Plan		https://www.seattlehousing.org/sites/default/files/SHA_2016_2020_Strategic_Plan.pdf
Pathways	Human Services	Background and analysis of Seattle's homeless strategies and planned investments. Overlaps with Consolidated Plan Annual Action Plans.
Home	Department	http://www.seattle.gov/Documents/Departments/HumanServices/Reports/Final_PH_1_Year.pdf
Open Space	Parks	Includes plans for park improvements in economically distressed neighborhoods or sites.
Plan		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 Managemen t 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.

Name of	Lead	How do the goals of your Strategic Plan overlap with the goals of each plan?
Plan	Organization	
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.
2018-2023 Adopted Capital Improvemen t Program	[NOT OPCD; NEED TO REVISE ORGANIZATI ON]	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

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
City American with Disabilities Act survey	Finance and Administrativ e 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
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

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Behavioral Risk Factor Surveillance data	Federal- Centers for Disease Control	https://www.cdc.gov/brfss/index.html
2017 HIV/AIDS Quarterly Reports	King County Epidemiolog y 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
Monitoring Report: Affordability of Unsubsidize d	Office of Housing	http://www.seattle.gov/housing/data-and-reports YFE, CJ-62-C-1 - Youth diversion, community building, and education programs, 300,000 http://www.seattle.gov/Documents/Departments/OPCD/Demographics/AboutSeattle/2016UnsubsidizedHousingMonitoringReport.pdf
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
Levy to Move Seattle Work Plan	Seattle Dept. of Transportati on	http://www.seattle.gov/Documents/Departments/SDOT/About/Funding/2018 0423 MSLevy Eval Council report FINAL Printable.pdf

Name of	Lead	How do the goals of your Strategic Plan overlap with the goals of each plan?
Plan	Organization	
KC Metro 2011-21 Plan for Public Transit	King County Metro	https://metro.kingcounty.gov/planning/pdf/MetroStrategicPlan_Summary_final.pdf
ESMI Workforce Developmen t data	Office of Economic Developmen t	Use of private database for workforce projection and labor industry trends at http://www.economicmodeling.com/workforce-development/
Fixed Broadband Deployment	Federal Communicati ons 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
2016 Race & Social Justice Comm. Survey	Seattle Office of Civil Rights	http://www.seattle.gov/rsji/community/survey

Name of	Lead	How do the goals of your Strategic Plan overlap with the goals of each plan?			
Plan	Organization				
2020	Seattle				
Moving to	Housing	Annual Plan found at: https://www.seattlehousing.org/sites/default/files/2020_MTW_Plan_0.pdf			
Work	Authority				
2020 Annual Budget	Seattle Housing Authority	https://www.seattlehousing.org/sites/default/files/Budget%20Book%20to%20Printer-reduced%20final-final.pdf			
Seattle Conservatio ns 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 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 coming for 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 is expected to become operational in 2021. The process will occur in segments, where transitioning bodies of work from two distinct entities into one Inter Local Agreement governed by a governing board, an implementation board, an advisory board and an Chief Executive Officer. The Continuum of Care will be integrated into the structure of the new authority.

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' 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.

Citizen Participation Outreach

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

3	Focus Group	Minorities Non- targeted/b road communit y Neighborh ood based Comm Orgs	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 Funding Policy to the Mayor and Council. The City Council received additional comment	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.	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.	www.seattle.gov/housing/levy
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Sort	Mode of	Target of	Summary of	Summary of	Summary of	URL (If applicable)
Order	Outreach	Outreach	response/attendance	Comments received	comments	
					not accepted	
					and reasons	
			during its review and			
			approval of the			
			legislation.			

4	Focus Group	Non- targeted broad communit y Neighborh ood based Comm Org	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 Council convened a Committee of the Whole met 7 times and held a public hearing.	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.	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.	www.seattle.gov/housing/levy
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5	Focus	Non-	The Office of	Permanent supportive housing	https://www.seattle.gov/Docu
	Group	targeted/b	Housing sought	providers requested clarifying	ments/Departments/Housing/
		road	stakeholder input	language be added to the	Footer%20Pages/Data%20and
		communit	for the 2019-2020	Affirmative Marketing and	%20Reports/Administrative-
		y outreach	update to the	Community Preference policies to	Financial%20Plan%20with%20
			Housing Levy	acknowledge their tenant referral	Funding%20Policies.pdf
			Administrative &	requirements through the	
			Financial Plan and	homeless Coordinated Entry for All	
			Housing Funding	(CEA) system. Affordable housing	
			Policies. Affordable	and community development	
			housing developers	advocacy organizations requested	
			and other	language be added throughout to	
			stakeholder's forum	emphasize coordination between	
			to share ideas for	the Office of Housing's funding	
			potential policy or	allocations and funds provided	
			technical changes.	through the Equitable	
			Staff drafted	Development Initiative. All	
			updates, which	requested additions were	
			were posted online	considered and addressed in the	
			and public	final draft submitted to Council.	
			comments solicited.	inial draft submitted to council.	
			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		
<u> </u>		1	Lity Couriers		

Sort	Mode of	Target of	Summary of	Summary of	Summary of	URL (If applicable)
Order	Outreach	Outreach	response/attendance	Comments received	comments	
					not accepted	
					and reasons	
			Housing, Energy, and Workers' Rights Committee review and approval by City Council.			

Sort	Mode of	Target of	Summary of	Summary of	Summary of	URL (If applicable)
Order	Outreach	Outreach	response/attendance	Comments received	comments	
					not accepted	
6	Stakeholde r groups	Non- targeted/b road communit y 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).	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. 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	and reasons Funding options to support staff capacity for enhanced affirmative marketing and community preference implementat ion are being considered by the City but may be addressed separately from the final guideline document to	https://www.seattle.gov/housi ng/programs-and- initiatives/community- preference
				implementation of the program and a map of eligible census tracts.	be published by the end	
				and a map of engine demons tracts.	of 2019.	

Sort	Mode of	Target of	Summary of	Summary of	Summary of	URL (If applicable)
Order	Outreach	Outreach	response/attendance	Comments received	comments	
					not accepted	
					and reasons	
7	Applicant Outreach Meetings	Non- targeted broad communit y 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 communiti es	50+ stakeholders			

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of Comments received	Summary of comments	URL (If applicable)
					not accepted and reasons	
9	Neighborh ood 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. Twentyfour 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	Communit y leaders, businesses volunteers , staff implement ing 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	Communit y leader, stakeholde rs for neighborh ood 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 homeless- ness, 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 Communit	Target of Outreach	Summary of response/attendance Monthly meetings in	Summary of Comments received Participants commented on the	Summary of comments not accepted and reasons	URL (If applicable) Comments from Community
	y meeting	y members advising on permitted encampme nts	seven neighborhoods, attended by 6-9 members per group, for a total of approximately 40-50 attendees/month.	successes/outcomes and challenges of the permitted encampments and made recommendations.		Advisory Committees are located in meeting minutes for each City-permitted encampment at https://www.seattle.gov/homelessness/city-permitted-villages
14	Communit y meeting	General communit y, 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.		

Table 4 – Citizen Participation Outreach

Expected Resources

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

Introduction

Overall resources in 2020 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 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 Amo	ount Available Yea	r 4	Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual	Program	Prior Year	Total:		
			Allocation: \$	Income: \$	Resources: \$	\$		
CDBG	Public federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	\$\$9,395,488	\$827,462	\$0	\$10,222,950	\$9,795,488	Revenue projections for remainder of Con Plan assume steady allocation plus \$400,000 in PI receipts via Revolving Loan programs.

Program	Source of Funds	of		Expected Amo	Expected Amount Available Remainder of ConPlan \$	Narrative Description		
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
HOME	Public federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	\$3,371,865	\$1,000,000	\$0	\$4,371,865	\$4,371,865	Revenue projections for remainder of Con Plan assume steady allocation
HOPWA	Public federal	Permanent housing in facilities Permanent housing placement Short term or transitional housing facilities STRMU Supportive services TBRA	\$3,150,304	\$0	\$0	\$3,150,304	\$3,150,304	2021 HOPWA funding process will inform how allocation is spent. Revenue projections assume steady allocation.

Program	Source of Funds	of		Expected Amo	Expected Amount Available Remainder of ConPlan \$	Narrative Description		
			Annual	Program	Prior Year	Total:		
			Allocation: \$	Income: \$	Resources: \$	\$		
ESG	Public federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid rehousing (rental assistance)	\$817,674	\$0	\$0	\$817,674	\$817,674	Revenue projections for remainder of ConPlan, assume steady allocation.
		Rental Assist Services Transitional housing						

Program	Source of Funds	Uses of Funds		Expected Amou	4	Expected Amount Available Remainder of ConPlan \$	Narrative Description	
			Annual	Program	Prior Year	Total:		
			Allocation: \$	Income: \$	Resources: \$	\$		
Other	Public	Acquisition						Seattle and
	Local	Economic						King County
		Dev.						funds
		Homeowner						including General
		rehab						Funds; e.g.
		Housing						Seattle
		Multifamily						Housing
		rental new						Levy, Move
		construction						Seattle Levy,
		rehab						Seattle
		Overnight						Families
		shelter						Education
		Permanent						Preschool and Promise
		housing						Levy, Seattle
		placement						Mandatory
		Public						Housing
		Improvements						Affordability
		Public						Revenue,
		Services						Seattle Park
		Rapid re-						and
		housing						Recreation
		Rental Assist.						
		transitional						
		hsg facilities						
		Supportive svc						

Table 5 - Expected Resources – Priority Table

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 \$2290 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: allocation of \$3.9 million in Consolidated Plan funds for services supporting homeless and low-income persons and families and approximately \$16.6 million in federal McKinney funding is leveraged with nearly \$55.1 million in local General Fund resources for the Addressing Homelessness Budget Control Level.

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.

OIRA: The high community interest and demand for this service, and the continuing success of the Return to Work model has led to consolidating the two additional classes in economic distressed zip codes under CDBG funding. In 2021 four RTW classes will be funded with \$650,200 in CDBG, greatly increasing the number of individuals served.

Annual Action Plan

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If appropriate, describe publicly 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 and 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 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.

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	2018	2022	Homeless		AFH: Displacement due	CDBG: \$3,090,127	Homeless Person
	services					to economic pressure	ESG: \$817,674	
						AFH: Lack of Afford,		3,800 Persons
						Access. Hsg in Range of		Assisted
						Sizes		
2	CPD: Increase Small	2018	2022	Non-Housing		AFH: Lack Public	CDBG: \$2,364,000	Businesses assisted:
	Business Assistance			Community		Investment in Specific		
				Development		Neighbhds.		667
						AFH: Lack Private		
						Investment in Specific		
						Neighbhds		
						AFH: Lack of		
						Educational/Employment		
						Spprt for LMI		

Sort	Goal Name	Start	End	Category	Geographic	Needs Addressed	Funding	Goal Outcome
Order		Year	Year		Area			Indicator
3	CPD: Access to Nature	2018	2022	Non-Housing		AFH: Lack Public	CDBG: \$808,000	Public Facility or
	and Physical Activities			Community		Investment in Specific		Infrastructure
				Development		Neighbhds.		Activities other than
						AFH: Inaccessible		Low/Moderate
						Infrastructure		Income Housing
								Benefit:
								20000
4	AFH/CPD:Resources for	2018	2022	Affordable		AFH: Displacement due	CDBG PI: \$605,462	Homeowner Housing
	at-risk renters/owners			Housing		to economic pressure		Rehabilitated:
				Non-		AFH: Location & Type of	HOPWA:	
				Homeless		Affordable Housing	\$3,150,304	30
				Special		AFH: Access to financial		
				Needs		services		Housing Assistance
						AFH:Access publicly		Households: 306
						supprted hsg for ppl		
						w/disabil		
						AFH: Impediments to		
						mobility		
						AFH: Private		
						Discrimination		
						AFH: Access to Medical		
						Services		

Sort	Goal Name	Start	End	Category	Geographic	Needs Addressed	Funding	Goal Outcome
Order		Year	Year		Area			Indicator
5	AFH/CPD: Preserve and	2018	2022	Affordable		AFH: Displacement due	HOME: \$3,371,865	Rental units
	increase affordable			Housing		to economic pressure		constructed:
	housing					AFH: Location & Type of	CDBG PI: \$122,000	
						Affordable Housing		22
						AFH: Lack Public		
						Investment in Specific		Household Housing
						Neighbhds.		Unit
						AFH: Community		
						Opposition		Direct Financial
						AFH: Insufficient		Assistance to
						Investment in Affordable		Homebuyers
						Housing		6
						AFH: Access to financial		
						services		
						AFH: Availability/Type of		
						Public Transport.		
						AFH: Impediments to		
						mobility		
						AFH: Private		
						Discrimination		
						AFH: Scarcity/High Costs		
						of Land		

Sort	Goal Name	Start	End	Category	Geographic	Needs Addressed	Funding	Goal Outcome
Order		Year	Year		Area			Indicator
7	AFH/CPD: Initiatives	2018	2022	Non-Housing		AFH: Impediments to	CDBG: \$995,702	Public Facility or
	support marginalized			Community		mobility		Infrastructure
	groups			Development		AFH: Lack Private		Activities other than
						Investment in Specific		Low/Moderate
						Neighbhds		Income Housing
						AFH: Lack of		Benefit
						Educational/Employment		
						Spprt for LMI		220
						AFH: Scarcity/High Costs		
						of Land		Persons Assisted
8	AFH/CPD: Equitable	2018	2022	Public		AFH: Impediments to	CDBG: \$430,000	Public Facility or
	investment across			Housing		mobility		Infrastructure
	communities			Non-Housing		AFH: Lack Private		Activities other than
				Community		Investment in Specific		Low/Moderate
				Development		Neighbhds		Income Housing
						AFH: Lack of		Benefit:
						Educational/Employment		350
						Spprt for LMI		
						AFH: Scarcity/High Costs		
						of Land		
						AFH: Historic Siting of		
						Publicly Supported		
						Housing		
						AFH:Historic		
						Disinvestment in Public		
						Hsg Community		

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
9	AFH/CPD: Provide	2018	2022	Affordable	76	AFH: Displacement due	CDBG: \$449,917	Homeowner Housing
	housing/services to			Housing		to economic pressure		Rehabilitated:
	seniors			Public		AFH: Location & Type of		
				Housing		Affordable Housing		500
						AFH: Lack of Afford,		
						Access. Hsg in Range of		Household Housing
						Sizes		Unit
						AFH: Lack of Afford. in-		
						Home/Com Based Spprt		
						Serv.		
						AFH: Lack of Afford		
						Integrated Hsg-Ind		
						w/Supp Serv		
						AFH: Lack of Hsg		
						Accessibility		
						Modification Assist		
						AFH: Lack Private		
						Investment in Specific		
						Neighbhds		

Sort	Goal Name	Start	End	Category	Geographic	Needs Addressed	Funding	Goal Outcome
Order		Year	Year		Area			Indicator
10	CPD: Increase Disaster	2018	2022	Affordable		AFH: Inaccessible		Other: 1
	Readiness			Housing		Infrastructure		
				Public		AFH: Inaccessible		
				Housing		Government		
				Homeless		Facilities/Services		
				Non-				
				Homeless				
				Special				
				Needs				
				Non-Housing				
				Community				
				Development				

Sort	Goal Name	Start	End	Category	Geographic	Needs Addressed	Funding	Goal Outcome
Order		Year	Year		Area			Indicator
11	AFH: Engage	2018	2022	Outreach		AFH: Displacement due		Other: 5
	communities in civic					to economic pressure		
	participation					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:		
						Marketing/Screening		
						Practices in Private Hsg		
						AFH: Historic Siting of		
						Publicly Supported		
						Housing		

Sort	Goal Name	Start	End	Category	Geographic	Needs Addressed	Funding	Goal Outcome
Order		Year	Year		Area			Indicator
12	AFH: Services to those	2018	2022	Affordable		AFH: Location & Type of		Other: 4
	with different abilities			Housing		Affordable Housing		
				Public		AFH: Lack of Afford,		
				Housing		Access. Hsg in Range of		
				Non-		Sizes		
				Homeless		AFH:Access publicly		
				Special		supprted hsg for ppl		
				Needs		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		

Sort	Goal Name	Start	End	Category	Geographic	Needs Addressed	Funding	Goal Outcome
Order		Year	Year		Area			Indicator
13	AFH: Provide more	2018	2022	Affordable		AFH: Displacement due		Other: 5
	housing choices for			Housing		to economic pressure		
	families			Public		AFH: Location & Type of		
				Housing		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		

Sort	Goal Name	Start	End	Category	Geographic	Needs Addressed	Funding	Goal Outcome
Order		Year	Year		Area			Indicator
14	AFH: Increase housing	2018	2022	Homeless		AFH: Displacement due		Other: 3
	options for homeless					to economic pressure		
	families					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		

Sort	Goal Name	Start	End	Category	Geographic	Needs Addressed	Funding	Goal Outcome
Order		Year	Year		Area			Indicator
15	AFH: Promote equitable	2018	2022	Affordable		AFH: Displacement due		Other: 2
	growth in new			Housing		to economic pressure		
	development			Public		AFH: Location & Type of		
				Housing		Affordable Housing		
				Non-Housing		AFH: Land Use and		
				Community		Zoning Laws		
				Development		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		

Sort	Goal Name	Start	End	Category	Geographic	Needs Addressed	Funding	Goal Outcome
Order		Year	Year		Area			Indicator
16	AFH:Strong community	2018	2022	Non-Housing		AFH: Displacement due		Other: 4
	despite displacement			Community		to economic pressure		
	pressure			Development		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		

Sort	Goal Name	Start	End	Category	Geographic	Needs Addressed	Funding	Goal Outcome
Order		Year	Year		Area			Indicator
17	AFH: Stay accountable to	2018	2022	Affordable		AFH: Displacement due		Other: 3
	Comprehensive GM Plan			Housing		to economic pressure		
				Non-Housing		AFH: Location & Type of		
				Community		Affordable Housing		
				Development		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		
İ						of Land		

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

Sort	Goal Name	Start	End	Category	Geographic	Needs Addressed	Funding	Goal Outcome
Order		Year	Year		Area			Indicator
20	AFH: Combat	2018	2022	Affordable		AFH: Insufficient		Other: 3
	institutional racism and			Housing		Investment in Affordable		
	barriers			Non-Housing		Housing		
				Community		AFH: Lack of State/Local		
				Development		Fair Housing Laws		
						AFH: Private		
						Discrimination		
						AFH: Source of Income		
						Discrimination		

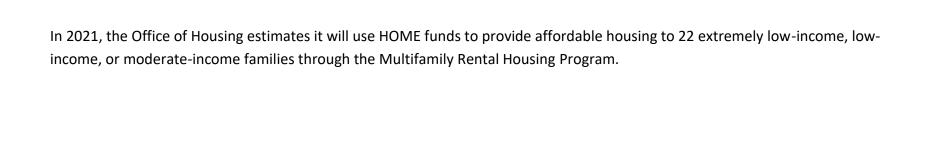
Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
21	AFH: Create supp hsg,	2018	2022	Affordable	Alea	AFH: Location & Type of		Other: 4
	reduce barriers for			Housing		Affordable Housing		
	homeless			Public		AFH: Insufficient		
				Housing		Investment in Affordable		
				Homeless		Housing		
						AFH: Lack of Afford,		
						Access. Hsg in Range of		
						Sizes		
						AFH: Lack of Afford. in-		
						Home/Com Based Spprt		
						Serv.		
						AFH:Access publicly		
						supprted hsg for ppl		
						w/disabil		
						AFH: Admissions,		
						occupancy policies &		
						procedures		
						AFH: Lack of Afford		
						Integrated Hsg-Ind		
						w/Supp Serv		
22	AFH/CPD: Increase	2018	2022	Non-Housing		AFH: Inaccessible		Other: 1
	access to government			Community		Infrastructure		
	facilities			Development		AFH: Inaccessible		
						Government		
					_	Facilities/Services		

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

Table 6 – Goals Summary

Goal Descriptions

Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.215(b)



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 2021 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
HSD 2021 CDBG Administration and Planning
HSD 2021 Homeless Services
HSD 2021 Mt. Baker Family Resources Center
ESG21 Seattle
2020 - 2023 City of Seattle WAH20-F001 (SEA) HOPWA
HSD 2021 Minor Home Repair
OH 2021 Home Repair Revolving Loan Program
OH 2021 Admin & Planning
OH 2021 Homebuyer Assistance Revolving Loan Program
OH 2021 Rental Housing Preservation & Development
OED 2021 Small Business Support
OED 2021 CDBG Small Business Grants (Round 3)
OIRA 2021 Ready To Work (ESL program)
OPCD 2021 Equitable Development Initiative
Parks 2021 Seattle Conservation Corps Park Upgrades

Table 7 - Project Information

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 ad ESG-CV funding has been or will be reflected in amendments to the 2019AAP

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 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).

AP-38 Project Summary

Project Summary Information

Project	Goals Supported	Geographic Areas	Needs Addressed	Funding
HSD 2021 CDBG Administration and Planning	AFH: Equitable access and amenities throughout city			\$\$1,096,770
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 for Completion				12/31/2021
Estimate the number and type of families that will benefit from the proposed activities	The Consolidated Plan functive of Seattle (2016 Popul targeting the needs of the (FY 2017 LMISD by Granted 2010 American Community these funds are specifically homeless persons and fam disproportionately underse community development a disadvantaged neighborhood	ation Estimates 237,285 Low-Me - Summarized y Survey). Progr v intended to be illies. These perserved and from activities will spe	, US Census Builloderate-Incom Block Group Da ams and activite enefit low- and its sons and familie communities o ecifically target	reau), specifically e residents of Seattle ata, Based on 2006- ies supported by moderate-income and es are f color. Economic and
Location Description	City of Seattle, Human Ser	vices Departme	ent, 700 5th Ave	e, Seattle, WA 98104

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.		
HSD 2021 Homeless Services	CPD: Increase homeless services	AFH: Insufficient Investment in Affordable Housing AFH: Lack of Afford, Access. Hsg in Range of Sizes AFH: Admissions, occupancy policies & procedures	\$\$3,090,127
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 for Completion			12/31/2021
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 CDBG funding.			
Location Description	City-wide			
Planned Activities	Provide emerge	•	operations and case mar ng.	nagement to move
Goals				
HSD 2021 Mt. Baker Family Resource Center				\$345,502
Description	The Paul G. Allen Foundation has provided \$30 million dollars capital support for the development of affordable housing for families. Mercy Housing is developing and managing the building which will include 90 units of housing. 45 units are set aside for families exiting homelessness, including 30 units of Permanent Supportive Housing. On the ground floor of the building will be a Family Resource Center (FRC).			
Target Date for Completion				12/31/2021
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.			
Location Description	Located in Souths	act Soattle a	+ 2870 South Hanford Stro	nt
Planned Activities	Located in Southeast Seattle at 2870 South Hanford Street. 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, childcare placement services, and play and earn groups for kids.			

	2000 duplicated adults will participate in diversion, stabilization, or
Goals	resiliency program services. 500 duplicated adults will receive basic
	needs items from the Resource Room.

ESG21 Seattle	CPD: Increase homeless services	AFH: Displacement due to economic pressure AFH: Access to financial services AFH: Impediments to mobility	\$817,674
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 for Completion			12/31/2021
Estimate the number and type of families that will benefit from the proposed activities	to benefit low- and moderate These persons and families ar	orted by these funds are specifical-income and homeless persons are disproportionately underserve kimately 4,802 individuals will be with CDBG entitlement funds.	and families.
Location Description			
Planned Activities	The 2021 ESG allocation will be used to fund operations at two shelter sites and also 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 2019 allocation will be used for administration		

Goals

2020 - 2023 City of Seattle WAH20-F001 (SEA) HOPWA	AFH/CPD:Resources for at-risk renters/owners	AFH: Displacement due to economic pressure AFH:Historic Disinvestment in Public Hsg Community AFH: Lack of Afford, Access. Hsg in Range of Sizes AFH: Access to financial services AFH: Admissions, occupancy policies & procedures AFH: Impediments to mobility	\$3,150,304
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 for Completion			9/30/2023
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 306 households will benefit from the HOPWA housing assistance funding including HOPWA-CV as allocated in the substantial amendment to the 2019 AAP		
Location Description			
Planned activities	Provide funding housing assistance including Tenant Based Rent Assistance (TBRA), STRMU utilities and mortgage help and permanent housing placement along with supportive services for employment.		
Goals	Tenant-based rental assistance: 191 STRMU to prevent homelessness: 115 Total served: 306		

HSD 2021 Minor Home Repair	AFH/CPD: Resources for at-risk renters/owners	AFH: Displacement due to economic pressure 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 AFH: Lack of Hsg Accessibility Modification Assist	\$449,917
Description	Provide minor home repairs to comeowners for safety and heal recipient service provider.	ualifying low- and moderate-inco th-related repairs to their homes	
Target Date for Completion			12/31/2021
Estimate the number and type of families that will benefit from the proposed activities	benefit low- and moderate-incompersons are disproportionately under the Economic and community developments disadvantaged neigh	e assisted with this minor home re in their home longer, as well as ogram has been funded at the sai torically assisted a majority of ho ically, 67% of 556 households ass r; 65% of 623 for 2015, 64% of 67 709 households in 2012. It is ant	adults. These ies of color. target It is estimated epair program, preserve older me level since ouseholds of sisted in 2016 is in 2014, and icipated that a

Location Description	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.;
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.
Goals	Homeowner Housing Rehabilitated: 500

OH 2021 Home Repair Revolving Loan Program	AFH/CPD:Resources for atrisk renters/owners	AFH: Displacement due to economic pressure AFH: Access to financial services AFH: Impediments to mobility	\$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. *Funding will be provided from Home Repair Revolving Loan Program, including activity delivery costs (staffing) rather than entitlement funding in 2021.		
Target Date for Completion			12/31/2021
Estimate the number and type of families that will benefit from the proposed activities	Approximately 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.		
Goals	Homeowner Housing rehabilit	tated: 30	

OH 2021 Admin & Planning				\$ \$260,972
Description	Support OH staff costs associa administration, and contracted		and HOME prog	ram planning
Target Date for Completion	12/31/2021			
Estimate the number and type of families that will benefit from the proposed activities	The Consolidated Plan funds a the City of Seattle (2016 Popul specifically targeting the need residents of Seattle (FY 2017 L Data, Based on 2006-2010 Am Programs and activities suppo are specifically intended to ad low- and moderate-income an persons and families are disprecommunities of color.	ation Estimates s of the 237,285 MISD by Grante erican Commur rted by these fu dress affordable d homeless per	, US Census Bur Low-Moderate e - Summarized hity Survey). nds in the Office housing needs sons and familie	eau), -Income Block Group e of Housing that benefit es. These
Location Description				
Planned Activities				

OH 2021 Homebuyer Assistance Revolving Loan Program	AFH/CPD: Promote financial security for LMI HHS	AFH: Displacement due to economic pressure AFH: Location & Type of Affordable Housing AFH: Lack of Afford, Access. Hsg in Range of Sizes AFH: Access to financial services	\$122,000
Description	income (LMI) househo funds available in this Homebuyer Assistance	nue to provide direct assistance to low- olds to purchase existing homes, to the e Revolving Loan Fund (RLF) It is the goal of Program to create access to housing st gh provide access to affordable homeow	xtent there of the City's ability and
Target Date for Completion	12/31/2021		
Estimate the number and type of families that will benefit from the proposed activities	Six households of colo will benefit from the p	or, or other historically disadvantaged Se proposed activities.	eattle reside
Location Description	City-wide		
Planned Activities	Six loans will be issued to support the purchase of homes.		
Goals	Direct Financial Assistance to Homebuyers: 6		

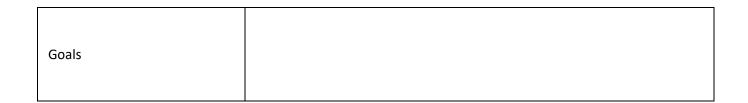
OH 2021 Rental Housing Preservation & Development	AFH/CPD: Preserve and increase affordable housing	AFH: Displacement due to economic pressure AFH: Insufficient Investment in Affordable Housing AFH: Lack of Afford, Access. Hsg in Range of Sizes AFH: Lack of Afford. in- Home/Com Based Spprt Serv. AFH: Access to Medical Services AFH:Access publicly supprted 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	\$4,371,865
Description	*To the extent that services are provided; the balance re the Revolving Loan Fund (RLF) rather than entitlement for provide financial assistance for the preservation and dev multifamily rental affordable housing. The Seattle Office		unds will velopment of e of Housing
Target Date for Completion	will use the 2021 HOME allocation solely for the production of rental housing. 12/31/2021		

Estimate the number and type of families that will benefit from the proposed activities	Funding will be awarded to housing development and preservation projects through a competitive Notice of Funds Available (NOFA) process in December 2020. An estimated 47 households will be assisted. 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
Location Description	groups. Homeless housing will serve households assessed and referred through in the Continuum of Care's coordinated entry system.
Location Description	City-wide
	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.

OED 2021 Small Business Support	Smal	: Increase I Business tance	CPD: Increase Small Business Assistance	AFH: Displacement due to economic pressure	\$1,114,000	
Description	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. This includes \$172,000 for planning related to the Only in Seattle project, which is otherwise funded by non-Federal funds					
Target Date for Completion	12/31/2021					
Estimate the numb and type of families that will benefit fro the proposed activ	The program prioritizes outreach for business technical assistance to women, minority and immigrant owned businesses.					
Location Description	ion City-wide					
Planned Activities	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. 133 businesses					
Goals	133 businesses					

OED 2021 CDBG- Small Business Grants (Round 3)	CPD: Increase Small Business Assistance	CPD: Increase Small Business Assistance	AFH: Displacement due to economic pressure	\$1,250,000
Description	In response to the impact of the control the City already at risk of economic operations costs to qualifying small direct assistance. 2021 activities of funding allocated in the substantial 95% of this funding supports \$10,000 administration.	ic displacement, Il businesses wh will be supported al amendment to	the City will provide gr o have not received ot d by the third tranche o o the 2020 AAP Of the t	ants for eligible her sources of f CDBG-CV otal amount,
Target Date for Completion	12/31/2021			
Estimate the number and type of families that will benefit from the proposed activities				
Location Description	City-wide			
Planned Activities				
Goals				

OIRA 2021 Ready To Work (ESL program)	AFH/CPD: Initiatives support marginalized groups	AFH: Displacement due to economic pressure AFH: Access to financial services AFH: Impediments to mobility AFH: Scarcity/High Costs of Land AFH: Lack of Educational/Employment Support for LMI AFH: Lack Private Investment in Specific Neighbhds	\$650,200	
Description	Provide ESL, job skills training and placement for persons with limited English proficiency via a CBDO.			
Target Date for Completion	12/31/2021			
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 CBOs, 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.			



OPCD 2021 Equitable Development Initiative	AFH: Promote equitable growth in new development	AFH: Lack Public Investment in Specific Neighbhds.	\$430,000
Description	Provide support for community-based organizations pursuing investment strategies that will mitigate displacement within high-risk neighborhoods.		
Target Date for Completion			12/31/2021
Estimate the number and type of families that will benefit from the proposed activities	Notice of Funds Availability (Naupport at least 2 neighborhood The EDI Fund addresses display opportunities to sustain a diveleadership and supports organ housing, jobs, education, park community needs and amenity place to create strong community needs and amenity place to create strong community needs and achieve equitable outcomfunctions as an analytical tool and achieve equitable outcomfollowing are the indicators the EDI projects are focusing on: 1. People of color: Percentage 2. Linguistic isolation: Percent over speaks English only or no other than English and English	ligible organizations through a coloral process in early 2019. CDB ods pursuing an anti-displacement and the unequal distributes Seattle. The EDI fosters consizations to promote equitable as colling and people, as well as great inities and people, as well as great to guide implementation to reconstant inform the displacement Risk of population that is not non-Hange of households in which no coloral and over speaks both an "very well"	ompetitive aG funds will ent strategy. Sution of nmunity access to cood and other tes people and eat places with outcomes, luce disparities a. The k Index that dispanic White one 14 and language

	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
	7. Proximity to transit: Number of unique transit trips within 0.25-mile walking distance of a location
Location Description	To be determined in 2021
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 in 2020. Anticipate that two projects in two different neighborhoods will begin in 2021.

Parks 2021 Seattle Conservation Corps Park Upgrades	CPD: Access to Nature and Physical Activities \$808,000		
Description	Provide capital improvements, renovation and ADA improvements in neighborhood parks serving qualifying low- and moderate-income neighborhoods.		
Target Date for Completion	12/31/2021		
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 disproportionally 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.		
Goals	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 35,000		

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.

Annual Action Plan

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 2018-2022;
- 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.

AP-55 Affordable Housing – 91.220(g)

Introduction

One Year Goals for the Number of Households to be Supported		
Homeless	254	
Non-Homeless	608	
Special-Needs	109	
Total	971	

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	47		
Rehab of Existing Units	30		
Acquisition of Existing units 417			
Total	971		

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

Discussion

The Office of Housing's 2020 Notice of Funding Availability (NOFA) for the Multifamily Rental Housing Program was announced on July 16, 2020 and included approximately \$20 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 2021, 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 2021 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 issue-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.

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

Seattle Housing Authority is not a troubled PHA.

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 child care, 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 in 2021. 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 2021. 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 2021. The KCRHA will be required to complete a 5 year plan 18 months post CEO hire that will address specific measurable actions, outcomes and goals for the entire King County region.

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

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/funding-and-reports/funding-opportunities. All agencies submitting proposals for investment through the

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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.

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

The City of Seattle funds traditional street outreach services across several contracted service providers that have population and culturally specific focus. Seattle's Navigation Team is an innovative 7-day/week outreach approach that combines behavioral health-trained outreach workers, and field workers in identifying unsheltered households camping in unsafe conditions and connecting them to shelters or other safe spaces. Although the Navigation team will remain at HSD while all other homeless services will move to KCHRA in 2021, focus will be on additional gap analysis, further collaboration, and continuous improvement between KCHRA, the navigation team and the whole outreach continuum of providers we fund for outreach services..

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 2021 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 late 2020 the City will launch a new bridge shelter program that will help up to 300 unsheltered people move from the streets into housing. Using ESG-CV funds, vacant hotel rooms will be secured to temporarily shelter individuals while they work with Rapid Rehousing service providers to identify rental units. A new 125 bed enhanced shelter will also be opened using the ESG-CV funds to offer bridge shelter to new PSH units expected to come online in 2021 and 2022.

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

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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 Reginal Homelessness Authority.

Also, in 2020, OPCD's EDI allocations 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. SHA's homelessness commitment also includes support for families with children, through 275 Family Unification Project vouchers, which help to reunite families who have been separated due to homelessness or foster youth who are aging out of the foster system.

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	115
Tenant-based rental assistance	191
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	306

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 analyzes 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 2018 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/2018-CAPER-final.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 requires the AFH to address prioritized Contributing Factors (which include public and private action or inaction regarding public polices, land use controls, tax policies affecting land zoning ordinances, growth limitations, etc.) by developing fair housing Goals and Objectives which the City

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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:

As the City and SHA proceed with implementation of the 2017 Assessment of Fair Housing Goals and Priorities it must take into consideration the following challenges which require balancing 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 Annual Action Plan required to take meaningful actions to overcome historic patters 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 moderateincome 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

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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 2018-2022 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

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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	400,000
the start of the next program year and that has not yet been reprogrammed	
2. The amount of proceeds from section 108 loan guarantees that will be	0
used during the year to address the priority needs and specific objectives	
identified in the grantee's strategic plan	
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.	
5. The amount of income from float-funded activities	0
Total Program Income	400000

Other CDBG Requirements

1. The amount of urgent need activities

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 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

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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(I)(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.
 - The 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 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/. This CoC will transition to KCHRA in 2021 (https://regionalhomelesssystem.org/).

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 (All Home), 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.

The City's data team provides quarterly performance progress reports and technical assistance as needed and works closely with the data team at King County to evaluate performance and review trends. The City is also in sync with other local funders to develop policies for HMIS. (King County is the operator of HMIS.)

This amendment reflects allocation of CARES Act first and second tranche allocations for response to the coronavirus through 12/31/2020. These activities address a federal, state and locally declared disaster and will waive standard citizen participation requirements as provided by HUD guidance memos.

Executive Summary

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

1. Introduction

This second amendment to the City of Seattle's 2019 Annual Action Plan reflects the receipt of \$8,896,332 in federal funding for the CDBG, ESG, HOME and HOPWA programs through the CARES Act Public Law 116-136 passed on March 27, 2020. Though at least the end of 2020, the City anticipates allocation and expenditure of \$5,640,185 CDBG-CV, \$2,829,807 ESG-CV, and \$426,340 HOPWA-CV funding in addition to the regular grantee allocations for these programs.

The original 2019 Annual Action Plan was submitted to the U.S. Department of Housing and Urban Development as the application for origin year 2019 funds from the Community Development Block Grant, HOME, Emergency Solutions Grant, and Housing Opportunities for Persons with AIDS programs in compliance with 24 CFR 91. The Annual Action Plan encapsulates the second year of the 2018-2022 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. For program year 2019, a total of approximately \$21.2 million is governed by this annual plan.

2. Summarize the objectives and outcomes identified in the Plan

This could be a restatement of items or a table listed elsewhere in the plan or a reference to another location. It may also contain any essential items from the housing and homeless needs assessment, the housing market analysis or the strategic plan.

The objectives of the governing 2018 - 2022 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; and advance the objectives of affirmatively furthering fair housing.

By this amendment, the City documents allocation and activities such as small business stabilization grants, rent assistance and support of shelter de-intensification and operations in direct response to the impact of COVID-19 in Seattle.

3. Evaluation of past performance

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

The most recently completed program year is 2018. Our Consolidated Annual Performance and Evaluation Report (CAPER) for 2018 contained the following:

- Human Services Department CDBG public service and ESG dollars provided vital overnight shelter to over 2,139 homeless persons.
- The Office of Housing (OH) awarded funding for 27 federally funded affordable housing units. CDBG funds were used to rehabilitate and preserve 16 units in North Seattle. In addition, CDBG support provided home repair to 500 households; primarily for senior homeowners. HOME funds were used in the Low-Income Housing Institute Othello project, estimated to produce 93 units, 11 of which are HOME funded. OH completed and leased up 21 HOME units in two previously funded projects: Estelle by DESC, Tony Lee Apartments by the Low-Income Housing Institute.
- Parks and Recreation Department used CDBG funding to complete capital improvements and renovations, including ADA improvements, at nine (9) neighborhood parks serving lowmoderate-income neighborhoods.
- The Office of Economic Development (OED) invests in neighborhood business districts to
 provide technical assistance to local small business owners to help them grow their business,
 cultivate customers and collaborate with others to expand their reach. CDBG supported 9
 neighborhood business districts' revitalization work, supporting over 200 businesses.
- The Office of Immigrant and Refugee Assistance served a total of (133) distinct individuals in 8 classes using CDBG funds in the Ready for Work (RTW) program during 2018.

Based on the CAPER data, and other qualitative and quantitative information from providers, we assess that our progress in meeting our Consolidated Plan objectives is on track and that our funds are being used for the correct purposes. This assessment is made within the context of the City's overall budget and other resources available to assist low- and moderate-income persons, such as the Families and Education Levy and the Housing Levy.

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During 2018, the City of Seattle spent a great deal of time and resources on the implementation of the Assessment of Fair Housing (AFH) and the completion of the new 2018-2022 Consolidated Plan. The development of the AFH required significant coordination, facilitation, research and production among 16 different city departments plus the Seattle Housing Authority. The AFH was adopted and accepted by HUD in July 2017. The 2018-2022 Consolidated Plan and 2018 Annual Action Plan was approved by HUD in September 2018.

4. Summary of Citizen Participation Process and consultation process

Summary from citizen participation section of plan.

Amendment #2 to the 2019 Annual Action Plan will conform to the waivers granted by the CARES Act and under HUD CPD guidance memos, shortening the public comment period otherwise required by the Consolidated Plan to five days instead of thirty days. Waiver also allows for virtual public hearings with reasonable accomodation for public input in the review process given the circumstances of the COVID-19 crisis and the City and State's stay at home orders. Public notice will be given of opportunity to view and/or participate in scheduled Council hearings of this amendment to the extent practicable and consistent with the Governor's Order on modifications to the Open Public Meetings Act.

The Consolidated Plan relies on multiple planning efforts from a variety of sources to inform the allocations of the Consolidated Plan funds. Most important to this effort is the awareness that the 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 such as 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 2019 Adopted and 2020 Endorsed Budget included significant general public input and discussion to shape budget priorities, which were ultimately passed by City Council.

A draft of the 2019 Annual Action Plan was publicized and made available for public comment for a 30-day public comment period beginning November 21, 2018.

After receiving the final allocations from HUD on April 16, 2019, the 2019 Annual Action Plan was again made available for public comment on May 17, 2019, again for a 30-day public comment period.

5. Summary of public comments

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

Public comment was solicited on December 12, 2018 and July 15, 2019 during the public hearings at meetings of the Finance and Neighborhoods committee of the Seattle City Council.

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

No comments were received during either review period or hearings.

7. Summary

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 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.

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 SEATT		LE		Human Servi	ces Department, Fed. Grants Mgt. Unit	
HOPWA Administrator SEAT		TLE Human Servi		Human Servi	ices Department, FGMU	
HOME Administrator SEAT		LE		Office of Hou	ising (OH)	
ESG Administrator SEAT		LE		Human Servi	ces Department, FGMU	
HOPWA-C Administrator						

Table 1 – Responsible Agencies

Narrative (optional)

The City's Federal Grants Administration 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: Human Services Department, the Office of Housing, the Office of Economic Development, the Office of Immigrant and Refugee Affairs, and the Parks and Recreation Department. All concerns or questions about the Consolidated Plan should be directed to the Federal Grants Administration Unit.

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 206-256-5415.

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

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.

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))

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 grants' funding for the Equitable Development Initiatives noted in this AAP grew out of this community engagement and planning.

The City and Seattle Housing Authority submitted a joint Assessment of Fair Housing in June 2017. The AFH required extensive community consultation and public participation which is documented in a Community Engagement Matrix as part of that plan. Please go to Seattle.gov and search for 2017 City of Seattle and Seattle Housing Authority Joint Assessment of Fair Housing to review the full report.

Seattle's Office of Housing updated the **Housing Levy Administration and Finance** plan in 2017. Taxpayers agreed for the seventh time to support the housing Levy and doubled the amount collected over the next seven years to a total of \$290 million for affordable housing.

The Human Services Department's 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.

The **Equitable Development Initiative (EDI)** targets communities have not had equal access to opportunity for economic, infrastructure and community assets investment. The 2018-2022 Consolidated Plan builds on the priorities and initiatives identified through the EDI assessment process.

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 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 All Home, a broad coalition of 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/.

The Seattle/King County Continuum of Care (CoC) has implemented a system wide coordinated entry and assessment (CEA) system for all population groups. The system has been operational under a new platform since June 2016. The CEA system is managed by King County. CEA serves all people (single adults, young adults, couples, families, and veterans) experiencing homelessness in the following situations:

- Living and sleeping outside
- Sleeping in a place not meant for human habitation
- Staying in a shelter
- Fleeing/attempting to flee domestic violence
- Exiting an institution where a person resided for up to 90 days and were in shelter or a place not meant for human habitation immediately prior to entering that institution or transitional housing
- Young adults who are imminently at risk of homelessness within 14 days are also eligible for CEA.

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 combined ESG funding with multiple fund sources in the 2017 Homeless Investments RFP. Part of the RFP requirements are "Appendix E - Minimum Performance and Target Performance Standards for sub-recipients" (see full document at HSD 2017 Homeless Investments RFP Performance Standards. http://www.seattle.gov/Documents/Departments/HomelessInvestmentsRFP/Appendix%20E%20-%20Minimum%20Performance%20Standards%20and%20Target%20Performance%20Standards.pdf.

This document also includes "System wide" minimum and Core Outcomes for funded services to benefit homeless people by program type. Examples of performance measurements include Exit Rate to Permanent Housing, comparison of Length of Stay (days), Return Rate to Homelessness, and Entries from being literally homeless.

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

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	Homeless Needs - Chronically homeless		
	Consultation?	Homeless Needs - Families with children Homelessness Needs - Veterans		
		Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth		
		Homelessness Strategy		
	Briefly describe how the	The Seattle / King County Continuum of Care (CoC) includes King County plus the		
	Agency/Group/Organization was consulted. What	cities of Seattle, Auburn, Bellevue, Federal Way, Kent, Renton, and Shoreline. The		
	are the anticipated outcomes of the consultation or	lead agency for the CoC is All Home, a broad coalition of government, faith		
	areas for improved coordination?	communities, non-profits, the business community and homeless and formerly		
		homeless people. ESG funding decisions are coordinated with All Home, as lead CoC		
		agency, and its Funders Group. For more information about All Home please visit: http://allhomekc.org/about/.		
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		

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	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	The Housing Development Consortium (HDC) is a membership organization
	Agency/Group/Organization was consulted. What	representing the many agencies and businesses involved in the nonprofit housing
	are the anticipated outcomes of the consultation or	industry in Seattle and King County. Its members include nonprofit housing providers,
	areas for improved coordination?	homelessness services organizations, lenders, builders, architects, investors, local
	areas for improved coordination:	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 in to 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	Housing Need Assessment
	Consultation?	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	The Housing Law Oversight Committee is the citizen hady responsible for require
	Briefly describe how the	The Housing Levy Oversight Committee is the citizen body responsible for monitoring
	Agency/Group/Organization was consulted. What	and reporting on performance of Seattle Housing Levy to City officials and the public.
	are the anticipated outcomes of the consultation or	The Oversight Committee also recommends funding policies for levy programs to the
	areas for improved coordination?	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	Public Housing Needs
	Consultation?	
	Briefly describe how the	SHA is a full partner with the City of Seattle in housing development, identifying gaps
	Agency/Group/Organization was consulted. What	in service needs and coordination between private, subsidized and public housing
	are the anticipated outcomes of the consultation or	services.
	areas for improved coordination?	

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 this Consolidated 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	Lead	How do the goals of your Strategic Plan overlap with the goals of each plan?
Plan	Organizatio	
	n	
		Addressing the needs of persons experience homelessness is called out specifically in the goals of the 2018-2022
Continuu		Consolidated Plan. Seattle/King County Strategic Plan to End Homelessness is managed by All Home, the
Continuu m of Care	All Home	Continuum of Care (CoC) Lead agency, and has served as a guiding effort to coordinate a system of services across
III OI Care		the City and King County that focuses on ending rather than institutionalizing homelessness.
		www.allhomekc.org/the-plan
2017 City	Human	
and SHA		
Assessme	Services	The AFH Work Plan is fully integrated into the 2018-2022 Consolidated Plan as required by HUD. See
nt of Fair	Dept	http://www.seattle.gov/Documents/Departments/HumanServices/CDBG/2017%20AFH%20Final.4.25.17V2.pdf
Housing	FGMU	
23rd	Office of	Creates strong communities in the face of displacement pressures through the Healthy Living Framework, increase
Avenue	Planning	affordable Housing Options (Multiple Goals), promote economic mobility for low-income residents, Implements
Action	and Comm.	the City's Comprehensive Plan.
Plan	Dev.	http://www.seattle.gov/Documents/Departments/OPCD/OngoingInitiatives/CentralArea/23rdAvenueUDF.pdf

Name of Plan	Lead Organizatio n	How do the goals of your Strategic Plan overlap with the goals of each plan?
Central	Office of	
Area	Planning	Supports City's Comprehensive Plan. Increases access to high quality community infrastructure and high
Design	and Comm.	opportunity neighborhoods. http://www.seattle.gov/opcd/ongoing-initiatives/central-area
Guidelines	Dev.	
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 refugees workforce and combatting institutional racism and barriers faced by low-income people with different abilities. https://www.seattle.gov/Documents/Departments/OIRA/BreakingBarriersandBuildingBridges.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 refugees 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:	Office of	The Comprehensive Plan guides City decisions on where to build new jobs and houses, how to improve our
Growth	Planning	transportation system, and where to make capital investments such as utilities, sidewalks, and libraries. Our
Managem	and Comm.	Comprehensive Plan is the framework for most of Seattle Countywide Planning Policies.
ent Act Update	Dev.	http://www.seattle.gov/opcd/ongoing-initiatives/seattles-comprehensive-plan

Name of Plan	Lead Organizatio	How do the goals of your Strategic Plan overlap with the goals of each plan?
	n	
	Office of	
Waterfron	Planning	Supports goals directed towards equitable access to a healthy environment in the downtown waterfront area of
t Seattle	and Comm.	Seattle. https://waterfrontseattle.org/overview
	Dev.	
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 Internatio nal District Design Guidelines	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/chinatown-international-district
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
Little	Office of	
Saigon	Planning	Supports City's Comprehensive Plan. Increases access to high quality community infrastructure and high
Business	and Comm.	opportunity neighborhoods. https://www.seattle.gov/opcd/ongoing-initiatives/little-saigon-business-district
District	Dev.	
Rainier	Office of	
Beach	Planning	Supports City's Comprehensive Plan. Increases access to high quality community infrastructure and targeted
Action	and Comm.	neighborhood investments. https://www.seattle.gov/opcd/ongoing-initiatives/rainier-beach
Plan	Dev.	

Name of Plan	Lead Organizatio n	How do the goals of your Strategic Plan overlap with the goals of each plan?
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
Equitable	Office of	Contributes to most goals of Consolidated Plan for housing, economic and community development, and equity
Developm	Planning	issues targeting areas of the City represented by high percentages of people of color.
ent	and Comm.	http://www.seattle.gov/Documents/Departments/OPCD/OngoingInitiatives/EquitableDevelopmentInitiative/EDII
Initiative	Dev.	mpPlan042916final.pdf
Housing Affordabili ty & Livability Agenda (HALA)	Office of Planning and Community Developme nt and Office of Housing	Advances all Consolidated Plan Housing Goals, specifically the HALA goal. http://www.seattle.gov/hala
Under	Office of	Describes need for affordable housing and the impact of the local Housing Levy for Seattle subsidized housing
One Roof	Housing	development. http://www.seattle.gov/housing/levy/

Name of Plan	Lead Organizatio n	How do the goals of your Strategic Plan overlap with the goals of each plan?
Seattle Housing Levy Administr ative and Financial	Office of Housing	Referenced in Consolidated Plan because of direct connection to Housing Funding Policies contained in the Levy Administrative & Financial plan. https://www.seattle.gov/Documents/Departments/Housing/Footer%20Pages/HousingLevy_A-F-Plan_2017-18.pdf
Seattle Housing Authority Strategic Plan	Seattle Housing Authority	The goals of SHA 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 as well as race and social justice as organizational cornerstones. https://www.seattlehousing.org/sites/default/files/SHA_2016_2020_Strategic_Plan.pdf
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
Communit y 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 Managem ent 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.

Name of Plan	Lead Organizatio n	How do the goals of your Strategic Plan overlap with the goals of each 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	
Designatio n 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	
2018-2023 Adopted Capital Improvem ent Program	Office of Planning and Comm. Dev.	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	

Name of Plan	Lead Organizatio	How do the goals of your Strategic Plan overlap with the goals of each plan?
	n	
City American	Finance and	The City's ADA Compliance Team (ACT) is responsible for reviewing all City-owned and leased construction projects
with	Administrati	to ensure they comply with all ADA and accessibility requirements. http://www.seattle.gov/city-purchasing-and-
Disabilities	ve Services	contracting/social-equity/ada-and-accessibility-compliance
Act survey		
Seattle/Ki ng County Area Agency on Aging State Pla	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
2018 Move To Work Plan	Seattle Housing Authority	https://www.seattlehousing.org/sites/default/files/2018%20SHA%20MTW%20Plan.pdf
2017 One Night Count	All Home	http://allhomekc.org/wp-content/uploads/2016/11/2017-Count-Us-In-PIT-Comprehensive-Report.pdf
Behavioral Risk Factor Surveillanc e data	Federal- Centers for Disease Control	https://www.cdc.gov/brfss/index.html

Name of Plan	Lead Organizatio n	How do the goals of your Strategic Plan overlap with the goals of each plan?	
2017 HIV/AIDS Quarterly Reports	King County Epidemiolog y 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	
Monitorin g Report: Affordabili ty of Unsubsidiz ed	Office of Housing	http://www.seattle.gov/housing/data-and-reports http://www.seattle.gov/Documents/Departments/OPCD/Demographics/AboutSeattle/2016UnsubsidizedHousing MonitoringReport.pdf	
2017 Homeless Inventory Count	HUD; filed by Human Services Department	2017 inventory of facilities serving homeless individuals, families and youth/young adults. See attached spreadsheet in the attachments to Consolidated Plan.	
Levy to Move Seattle Work Plan	Seattle Dept. of Transportati on	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	

Name of Plan	Lead	How do the goals of your Strategic Plan overlap with the goals of each plan?						
Plan	Organizatio n							
ESMI	Office of							
Workforce	Economic	Use of private database for workforce projection and labor industry trends at						
Developm	Developme	http://www.economicmodeling.com/workforce-development/						
ent data	nt							
Vision 2040	Puget Sound Regional Council	Broad based regional plan including affordability, demographic trends and issues of equitable access to high opportunity areas at https://www.psrc.org/vision-2040-documents						
Fixed Broadban d Deployme nt	Federal Communica tions Commission	Database and maps to help determine gaps in access to broadband services; https://broadbandmap.fcc.gov/#/						
Flood Service Map Center	Federal Emergency Manageme nt Agency	Database and maps to help determine flood prone areas of Seattle; https://map1.msc.fema.gov/idms/IntraView.cgi?KEY=67226133&IFIT=1						
2016 Race								
& Social	Seattle							
Justice	Office of	http://www.seattle.gov/rsji/community/survey						
Comm.	Civil Rights							
Survey								

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 and management 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 and management of the HOME Investment Partnership program.

The 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, for employment training support services to eligible clients, 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, assistance to qualifying homeowners in need of home repairs, and assistance benefiting qualifying homebuyers. CDBG funding is used by many City departments to 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 and monitored by the FGMU for compliance with applicable federal rules and regulations.AP-12 Participation – 91.105, 91.200(c)

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

The City relies on existing planning and needs identification at the community, departmental and other stakeholder level to inform the list of services prioritized for HUD federal grant allocations. The list below highlights key plans that informed the 2019 Annual Action Plan submitted as part of the 2018-2022 Consolidated Plan.

Each of the planning efforts involved community engagement and public input in a variety of forms. The engagement and input includes a variety of digital surveys, City-wide "telephone" town halls, community engagement one-on-one with constituents at community fairs and celebrations, participation in panels, forums and public meetings that may not have focused on the Consolidated Plan itself, but were pertinent to one of more of the topics addressed by this plan. Public comments directly related to CP goals and issues were extracted from multiple City Department websites. Additionally, the City conducted as much outreach to public commissions, advocates, and public and non-profit stakeholders as possible within each initiative. For example, the 2017 AFH involved an extensive list of outreach activities captured by the Community Engagement Matrix.

- 2017 City and Seattle Housing Authority Assessment of Fair Housing
- 2016 Homelessness Survey Pathways Home strategic plan
- 2016 City-wide Americans with Disabilities Act (ADA) Survey and implementation work group recommendations continuing throughout 2018-2019
- Seattle Housing Authority strategic plan
- Office of Housing policy and priorities established through adoption of the 2017 Administration and Finance plan for Seattle Housing Levy funds
- City Comprehensive Growth Management Plan Seattle 2035

Seattle has a long-standing commitment to providing information to the public in a variety of languages prevalent in our communities and recognizes the need to conduct more outreach to people with vision and hearing impairments. The City intends to improve access to AAP plans

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for people with differing abilities such as people with hearing or vision impairments or other physical or cognitive limitations as we implement the 2018-22 ConPlan.

Citizen Participation Outreach

Sort Or	Mode of Out	Target of Ou	Summary of	Summary of	Summary of co	URL (If applicable)
der	reach	treach	response/atte	comments re	mments not	
			ndance	ceived	accepted	
					and reasons	

Sort Or der	Mode of Out reach	Target of Ou treach	Summary of response/atte	Summary of comments re	Summary of co mments not	URL (If applicable)
uci	reach	ticacii	ndance	ceived	accepted	
				551554	and reasons	
				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.		
			From	Lengthy wait		
			November	times for SHA		
			2016 through	units and the		
			March 2017,	homeless		
			SHA staff	population		
			attended a	are evidence		
			number of	that the		
			resident	demandforAction	n Plan	28
		Residents of	events to	affordable2019		See summary of public comments in Executive
OMB Contro	l No: 2506-0117 (exp		discuss issues	housing		Summary of the Assessment of Fair Housing at
1	Focus Group	Assisted	related to the	surpasses the		http://www.seattle.gov/Documents/Department
		Housing	Assessment of	stock. A		s/HumanServices/CD

Sort Or der	Mode of Out reach	Target of Ou treach	Summary of response/atte ndance	Summary of comments re ceived	Summary of co mments 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 proving 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 Leaners 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	

Sort Or der	Mode of Out reach	Target of Ou treach	Summary of response/atte ndance	Summary of comments re ceived	Summary of co mments not accepted and reasons	URL (If applicable)
			The Office of			
			Housing			
			sought public			
			and			
			stakeholder			
			input			
			throughout the			
			development			
			of the Housing			
			Levy			
			Administrative			
			and Financial			
			Plan (A&F	То		
			Plan) and OH	successfully		
			Funding	address Levy		
			Policies. In Fall	priorities for		
			2016 OH	housing in	There was	
			published	higher cost	discussion of	
			eleven white	areas of	making Home	
			papers	opportunity,	Repair funds	
			discussing	there were	available to	
			potential	several	community	
			changes to	recommendat	organizations,	
			funding	ions for	but these funds	
		Minorities	policies and	policies	were	
		WIIIIOI ILIES	then convened	acknowledgin	datermined to	
		Non-	a meeting with	g higherual Actio	on Blandre	30
		targeted/bro	stakeholders	costs. 2019	efficiently	
OMB Contro	l No: 2506-0117 (exp	06/30/2018)	and members	Similarly,	allocated via	
3	Focus Group	community	of the public.	higher costs	OHs existing	www.seattle.gov/housing/levy
		community	In early 2017	were	Home Repair	

Sort Or der	Mode of Out reach	Target of Ou treach	Summary of response/atte ndance	Summary of comments re ceived	Summary of co mments not accepted and reasons	URL (If applicable)
			The Office of Housing sought public and stakeholder 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	Strong support to retain and expand each of the housing levy programs: rental housing, homeowners hip, and homelessness prevention. During City Council review, there was emphasis on equitable	-	
4 OMB Contro	Focus Group I No: 2506-0117 (exp	Non- targeted/bro ad community 心學感染分別中的 d based Comm Org	comments and participation; an on-line survey provided another option. A 28-member Technical Advisory	development and preventing displacement. Commitment to alignulary Action homeless negginaries with Continuum of	received several broad responses that will inform housing planning and	www.seattle.gov/housing/letvy

Table 4 – Citizen Participation Outreach

Expected Resources

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

Introduction

The Expected Resources table below now reflects receipt of \$8,896,332 in federal funding for the CDBG, ESG, HOME and HOPWA programs through the CARES Act Public Law 116-136 passed on March 27, 2020. Though at least the end of 2020, the City anticipates allocation and expenditure of \$5,640,185 CDBG-CV, \$2,829,807 ESG-CV, and \$426,340 HOPWA-CV funding in addition to the regular grantee allocations for these programs.

Overall resources in 2019 from the Consolidated Plan funds are expected to remain substantially 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.

Anticipated Resources

Program	Source	Uses of Funds	Exp	ected Amour	nt Available Ye	ar 1	Expected	Narrative Description
	of Funds		Annual	Program	Prior Year	Total:	Amount	
			Allocation:	Income: \$	Resources:	\$	Available	
			\$		\$		Remainder	
							of ConPlan	
							\$	

Program	Source	Uses of Funds	Ехр	ected Amour	nt Available Ye	ear 1	Expected	Narrative Description
	of Funds		Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$	Amount Available Remainder of ConPlan \$	
CDBG	public -	Acquisition						Revenue projections for remainder
	federal	Admin and						of Con Plan, assume 2% reduction
		Planning						per year for the next 4 years from
		Economic						2018 allocation.
		Development						
		Housing						
		Public						
		Improvements						
		Public Services	9,339,546	400,000	3,978,761	13,718,307	47,055,942	
HOME	public -	Acquisition						Revenue projections for remainder
	federal	Homebuyer						of Con Plan, assume 1% reduction
		assistance						per year for the next 4 years from
		Homeowner						2018 allocation.
		rehab						
		Multifamily rental						
		new construction						
		Multifamily rental						
		rehab						
		New construction						
		for ownership						
		TBRA	3,043,164	1,000,000	0	4,043,164	16,834,447	

Program	Source	Uses of Funds	Ехр	ected Amour	nt Available Ye	ar 1	Expected	Narrative Description
	of Funds		Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$	Amount Available Remainder of ConPlan \$	
HOPWA	public -	Permanent						2018 HOPWA RFP will inform 2019
	federal	housing in						project activities.
		facilities						
		Permanent						
		housing						
		placement						
		Short term or						
		transitional						
		housing facilities						
		STRMU						
		Supportive						
		services						
		TBRA	2,600,883	0	2,629,250	5,230,133	10,167,483	

Program	Source	Uses of Funds	Ехр	ected Amour	nt Available Ye	ar 1	Expected	Narrative Description
	of Funds		Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$	Amount Available Remainder of ConPlan \$	
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional						Revenue projections for remainder of ConPlan, assume 1% reduction per year for the next 4 years from 2018 allocation.
Other	public -	housing Admin and	805,090	0	0	805,090	3,107,350	Prevent, prepare for and respond to
Other	federal	Planning Economic Development Public Services	5,640,185	0	0	5,640,185	0	coronavirus.
Other	public - federal	Overnight shelter Rental Assistance	2,829,807	0	0	2,829,807	0	Prevent, prepare for and respond to coronavirus.
Other	public - federal	STRMU	426,340	0	0	426,340	0	Plan, Prepare for and respond to coronavirus

Program	Source	Uses of Funds	Ехр	ected Amour	nt Available Ye	ar 1	Expected	Narrative Description
	of Funds		Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$	Amount Available Remainder of ConPlan \$	
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)					*	Seattle and King County funds including General Funds; e.g. Seattle Housing Levy, Move Seattle Levy, Seattle Families Education Preschool and Promise Levy, Seattle Mandatory Housing Affordability Revenue, Seattle Park and Recreation
DMB Control N	o: 2506-0117 (Rental Assistance Short term or transitional housing facilities ex\$_\$\text{TCRNTU}_2018) Supportive services		Ann	ual Action Pla 2019	an		38

Table 5 - Expected Resources - Priority Table

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

The City of Seattle relies on Consolidated Plan funds to provide a foundation for our community and economic development activities. However, they are by no means the only investments the City or the community at large make in programs and services to support low- and moderateincome populations. Each of the three departments receiving the largest Consolidated Plan fund allocations anticipates sizable amounts of complementary funds from other sources to leverage the investment of HUD funds. The Office of Economic Development, for example, in 2018 received \$10.2 million from the City's General Fund to support a healthy business environment that empowers businesses to develop, grow, and succeed. The Office of Housing received \$5.8 million in HUD Consolidated Plan funds in 2018 and received \$38 million from the Seattle Housing Levy for affordable housing projects and activities. In August of 2016, the seven-year housing levy was renewed by Seattle voters which doubled the total effort to provide funds for affordable housing. It is expected to generate \$290 million over the next seven years. The levy's goals are to produce and preserve 2,150 apartments affordable for at least 50 years, reinvest in 350 affordable apartments, provide rent assistance and other supports for 4,500 families to prevent homelessness, assist 280 low-income homeowners, and provide loans for acquisition and rental rehabilitation of existing affordable apartments. Additionally, the pattern of non-City funding from prior years is expected to continue, with tax credit equity investments accounting for roughly half (40% - 60%) of total annual investments in multifamily rental projects involving Office of Housing funding. Other funding sources include incentive zoning payments, the Washington State Housing Trust Fund, private bank and bond financing, and owner contributions and fundraising. The Human Services Department allocation of \$9.6 million in Consolidated Plan funds for services supporting homeless and low-income persons and families and approximately \$12 million in federal McKinney funding is leveraged with nearly \$56 million in local General Fund resources for the Addressing Homelessness Budget Control Level. The Office of Immigrant and Refugee Affairs, in addition to the \$400,000 in CDBG Funds, will be allocated \$22,500 in General Funds to provide for bi-lingual and language friendly teaching assistance services in the Ready to Work program.

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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 has undertaken various planning efforts to review the utilization of available / surplus municipal property from which services may be provided to homeless persons. Two notable examples include a permanent shelter in a City-owned facility and the establishment of authorized encampment sites.

The first authorized encampments for people experiencing homelessness were established on city-owned property in the Ballard and Magnolia neighborhoods in 2015, serving about 80 people on any given night. This and two other sites were established in 2015 serving roughly 165 people on any given day. Following the success of these three sites, three more opened in spring 2017 and two additional sites are scheduled to open in 2018. All the encampments are operated on a self-management model, with a local nonprofit organization acting as fiscal sponsor.

In 2017, The City of Seattle Human Services Department provided \$1.8M in funding to create a Seattle Navigation Center intended to serve at least 75 people at a time with increases in funding and people served each year since then. The Navigation Center is modeled on the San Francisco Navigation Center which is a dormitory-style living facility that provides people living outside with shower, bathroom, laundry and dining facilities, and a place to store their belongings. Additionally, the Navigation Center provides round-the-clock case management, mental and behavioral health services, and connections to benefit programs and housing all in one location. The staff on site offer support for basic needs like shelter, hygiene, meals, secure and accessible storage, case management, and supportive services including meaningful referrals for substance abuse and mental health.

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 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.

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	2018	2022	Homeless		AFH: Displacement due to	CDBG:	Tenant-based rental
	services					economic pressure	\$3,151,628	assistance / Rapid
						AFH: Lack of Afford, Access.	HOPWA:	Rehousing: 70 Households
						Hsg in Range of Sizes	\$2,600,883	Assisted
							ESG:	Homeless Person
							\$805,090	Overnight Shelter: 1500
							HESG-CV:	Persons Assisted
							\$2,829,807	
2	CPD: Increase Small	2018	2022	Non-Housing		AFH: Lack Public Investment	CDBG:	Businesses assisted: 261
	Business Assistance			Community		in Specific Neighbhds.	\$4,882,429	Businesses Assisted
				Development		AFH: Lack Private	CDBG-CV:	
						Investment in Specific	\$1,410,045	
						Neighbhds		
						AFH: Lack of		
						Educational/Employment		
						Spprt for LMI		

Sort	Goal Name	Start	End	Category	Geographic	Needs Addressed	Funding	Goal Outcome Indicator
Order		Year	Year		Area			
3	CPD: Access to Nature	2018	2022	Non-Housing		AFH: Lack Public Investment	CDBG:	Public Facility or
	and Physical Activities			Community		in Specific Neighbhds.	\$808,000	Infrastructure Activities
				Development		AFH: Inaccessible		other than Low/Moderate
						Infrastructure		Income Housing Benefit:
								35000 Persons Assisted
4	AFH/CPD:Resources for	2018	2022	Affordable		AFH: Displacement due to	CDBG:	Public service activities
	at-risk renters/owners			Housing		economic pressure	\$605,462	other than Low/Moderate
				Non-Homeless		AFH: Location & Type of	CDBG-CV:	Income Housing Benefit:
				Special Needs		Affordable Housing	\$4,229,735	1700 Persons Assisted
						AFH: Access to financial	HOPWA-CV:	Homeowner Housing
						services	\$426,340	Rehabilitated: 30
						AFH:Access publicly		Household Housing Unit
						supprted hsg for ppl		Housing for People with
						w/disabil		HIV/AIDS added: 64
						AFH: Impediments to		Household Housing Unit
						mobility		
						AFH: Private Discrimination		
						AFH: Access to Medical		
						Services		

Sort	Goal Name	Start	End	Category	Geographic	Needs Addressed	Funding	Goal Outcome Indicator
Order		Year	Year		Area			
5	AFH/CPD: Preserve and	2018	2022	Affordable		AFH: Displacement due to	CDBG:	Rental units constructed:
	increase affordable			Housing		economic pressure	\$651,250	22 Household Housing
	housing					AFH: Location & Type of	HOME:	Unit
						Affordable Housing	\$4,043,164	
						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		

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
6	AFH/CPD: Promote	2018	2022	Affordable	Aicu	AFH: Displacement due to	CDBG:	Other: 3 Other
	financial security for			Housing		economic pressure	\$217,000	
	LMI HHS			Non-Housing		AFH: Location & Type of		
				Community		Affordable Housing		
				Development		AFH: Lack Public Investment		
						in Specific Neighbhds.		
						AFH: Lack of Afford, Access.		
						Hsg in Range of Sizes		
						AFH: Access to financial		
						services		
						AFH: Impediments to		
						mobility		
7	AFH/CPD: Initiatives	2018	2022	Non-Housing		AFH: Impediments to	CDBG:	Public Facility or
	support marginalized			Community		mobility	\$400,000	Infrastructure Activities
	groups			Development		AFH: Lack Private		other than Low/Moderate
						Investment in Specific		Income Housing Benefit:
						Neighbhds		150 Persons Assisted
						AFH: Lack of		
						Educational/Employment		
						Spprt for LMI		
						AFH: Scarcity/High Costs of		
						Land		

Sort	Goal Name	Start	End	Category	Geographic	Needs Addressed	Funding	Goal Outcome Indicator
Order		Year	Year		Area			
8	AFH/CPD: Equitable	2018	2022	Public Housing		AFH: Impediments to	CDBG:	Public Facility or
	investment across			Non-Housing		mobility	\$1,430,000	Infrastructure Activities
	communities			Community		AFH: Lack Private		other than Low/Moderate
				Development		Investment in Specific		Income Housing Benefit:
						Neighbhds		400 Persons Assisted
						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		

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
9	AFH/CPD: Provide	2018	2022	Affordable	Area	AFH: Displacement due to	CDBG:	Homeowner Housing
	housing/services to			Housing		economic pressure	\$449,917	Rehabilitated: 500
	seniors			Public Housing		AFH: Location & Type of		Household Housing Unit
						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 Afford		
						Integrated Hsg-Ind w/Supp		
						Serv		
						AFH: Lack of Hsg		
						Accessibility Modification		
						Assist		
						AFH: Lack Private		
						Investment in Specific		
						Neighbhds		
10	CPD: Increase Disaster	2018	2022	Affordable		AFH: Inaccessible		Other: 1 Other
	Readiness			Housing		Infrastructure		
				Public Housing		AFH: Inaccessible		
				Homeless		Government		
				Non-Homeless		Facilities/Services		
				Special Needs				
				Non-Housing				
				Community				
				Development				

Sort	Goal Name	Start	End	Category	Geographic	Needs Addressed	Funding	Goal Outcome Indicator
Order		Year	Year		Area			
11	AFH: Engage	2018	2022	Outreach		AFH: Displacement due to		Other: 5 Other
	communities in civic					economic pressure		
	participation					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: Marketing/Screening		
						Practices in Private Hsg		
						AFH: Historic Siting of		
						Publicly Supported Housing		

Sort	Goal Name	Start	End	Category	Geographic	Needs Addressed	Funding	Goal Outcome Indicator
Order		Year	Year		Area			
12	AFH: Services to those	2018	2022	Affordable		AFH: Location & Type of		Other: 4 Other
	with different abilities			Housing		Affordable Housing		
				Public Housing		AFH: Lack of Afford, Access.		
				Non-Homeless		Hsg in Range of Sizes		
				Special Needs		AFH:Access publicly		
						supprted 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		

Sort	Goal Name	Start	End	Category	Geographic	Needs Addressed	Funding	Goal Outcome Indicator
Order		Year	Year		Area			
13	AFH: Provide more	2018	2022	Affordable		AFH: Displacement due to		Other: 5 Other
	housing choices for			Housing		economic pressure		
	families			Public Housing		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		

Sort	Goal Name	Start	End	Category	Geographic	Needs Addressed	Funding	Goal Outcome Indicator
Order		Year	Year		Area			
14	AFH:Increase housing	2018	2022	Homeless		AFH: Displacement due to		Other: 3 Other
	options for homeless					economic pressure		
	families					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		
15	AFH: Promote	2018	2022	Affordable		AFH: Displacement due to		Other: 2 Other
	equitable growth in			Housing		economic pressure		
	new development			Public Housing		AFH: Location & Type of		
				Non-Housing		Affordable Housing		
				Community		AFH: Land Use and Zoning		
				Development		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		

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Sort	Goal Name	Start	End	Category	Geographic	Needs Addressed	Funding	Goal Outcome Indicator
Order		Year	Year		Area			
16	AFH:Strong community	2018	2022	Non-Housing		AFH: Displacement due to		Other: 4 Other
	despite displacement			Community		economic pressure		
	pressure			Development		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		

Sort	Goal Name	Start	End	Category	Geographic	Needs Addressed	Funding	Goal Outcome Indicator
Order		Year	Year		Area			
17	AFH: Stay accountable	2018	2022	Affordable		AFH: Displacement due to		Other: 3 Other
	to Comprehensive GM			Housing		economic pressure		
	Plan			Non-Housing		AFH: Location & Type of		
				Community		Affordable Housing		
				Development		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		

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

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
20	AFH: Combat	2018	2022	Affordable		AFH: Insufficient Investment		Other: 3 Other
	institutional racism and			Housing		in Affordable Housing		
	barriers			Non-Housing		AFH: Lack of State/Local Fair		
				Community		Housing Laws		
				Development		AFH: Private Discrimination		
						AFH: Source of Income		
						Discrimination		
21	AFH: Create supp hsg,	2018	2022	Affordable		AFH: Location & Type of		Other: 4 Other
	reduce barriers for			Housing		Affordable Housing		
	homeless			Public Housing		AFH: Insufficient Investment		
				Homeless		in Affordable Housing		
						AFH: Lack of Afford, Access.		
						Hsg in Range of Sizes		
						AFH: Lack of Afford. in-		
						Home/Com Based Spprt		
						Serv.		
						AFH:Access publicly		
						supprted hsg for ppl		
						w/disabil		
						AFH: Admissions, occupancy		
						policies & procedures		
						AFH: Lack of Afford		
						Integrated Hsg-Ind w/Supp		
						Serv		

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

Table 6 – Goals Summary

Goal Descriptions

Annual Action Plan 2019

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	
5	Goal Name	AFH/CPD: Preserve and increase affordable housing
	Goal Description	
6	Goal Name	AFH/CPD: Promote financial security for LMI HHS
	Goal Description	
7	Goal Name	AFH/CPD: Initiatives support marginalized groups
	Goal Description	
8	Goal Name	AFH/CPD: Equitable investment across communities
	Goal Description	
9	Goal Name	AFH/CPD: Provide housing/services to seniors
	Goal Description	
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	
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	
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 \$5.9 billion, of which \$1.3 billion is from our local General Fund. 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 2019 CDBG Administration, Planning & Indirect
2	HSD 2019 Homeless Services
3	HSD 2019 Emergency Solutions Grant Program Activities
4	Project 1: 2019-2022 City of Seattle WAH19-F001 (SEATTLE)
5	HSD 2019 Minor Home Repair
6	OH 2019 Home Repair Program & Staffing
7	OH 2019 Homebuyer Education and Counseling
8	OH 2019 Rental Housing Program and Staffing
9	OH 2019 OH Staffing, Administration & Planning
10	OED 2019 Neighborhood Business District - Only in Seattle
11	OED 2019 Small Business Support
12	Parks 2019 Parks Upgrade Project
13	OIRA 2019 Ready to Work
14	OPCD 2019 Equitable Development Initiative
15	HSD 2019 Community Facilities Improvements
16	Alpha Cine Section 108 Loan Payoff
17	CV-OED 2020 Small Business Stabilization Round 2
20	ESG20 Seattle
21	CV-HSD 2020 Emergency Rental Assistance: general
22	CV-OH 2020 Emergency Rental Assistance: Affordable Housing
23	CV-COVID-19 2020 - 2023 Catholic Community Services WAH20-F001 (CCS)
24	CV-COVID-19 2020 - 2023 Lifelong WAH20-F001 (Lifelong)

Table 7 - Project Information

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.

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 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

Annual Action Plan

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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).

AP-38 Project Summary

Project Summary Information

Project Name	HSD 2019 CDBG Administration, Planning & Indirect
Target Area	
Goals Supported	AFH:Equitable access and amenities throughout city
Needs Addressed	
Funding	:
Description	Provide internal staffing capacity to adequately and effectively administed the Consolidated Plan funds, particularly the CDBG program, and to monitor eligibility, labor standards, and environmental compliance. Maintain data integrity of IDIS data. CDBG program for indirect administration support of program operations, including executive leadership, communications, payroll / human resources, information technology, and accounts payable / budget management services. Development of the Consolidated Plan, annual CAPER, annual action plans 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 support for continued integration and implementation of the 2017 Assessment of Fair Housing and the 2018-2022 Consolidated Plan. Charges consistent with approved indirect cost allocation plan.
Target Date	12/31/2019
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 of Seattle, Human Services Department, 700 5th Ave, Seattle, WA 98104

	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	HSD 2019 Homeless Services
	Target Area	
	Goals Supported	CPD: Increase homeless services
	Needs Addressed	AFH: Insufficient Investment in Affordable Housing AFH: Lack of Afford, Access. Hsg in Range of Sizes AFH: Admissions, occupancy policies & procedures
	Funding	:
	Description	Provide assistance to persons experiencing homelessness or at-risk of homelessness; including emergency overnight shelter, day center / outreach activities, and assistance to transitional or more stable housing via sub-recipient providers.
	Target Date	12/31/2019
	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 3,800 individuals will benefit from the CDBG funding.
	Location Description	City of Seattle, Human Services Department, 700 5th Ave, Seattle, WA 98104. RFP for homeless services to be awarded in November 2017 will determine exact activities and the associated location of the services
	Planned Activities	Provide emergency shelter operations and case management to move people to permanent housing.
3	Project Name	HSD 2019 Emergency Solutions Grant Program Activities

	Target Area	
	Goals Supported	CPD: Increase homeless services
	Needs Addressed	AFH: Displacement due to economic pressure AFH: Access to financial services AFH: Impediments to mobility
	Funding	:
	Description	Provides emergency shelter, day center / outreach activities, and homelessness prevention services
	Target Date	12/31/2019
	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 4,800 individuals will benefit from the ESG funding.
	Location Description	City of Seattle, Human Services Department, 700 5th Ave, Seattle, WA 98104.
4	Planned Activities	The 2019 ESG allocation will be used to fund operations at two shelter sites and also 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 2019 allocaiton will be used for adminstration.
	Project Name	Project 1: 2019-2022 City of Seattle WAH19-F001 (SEATTLE)
	Target Area	
	Goals Supported	CPD: Increase homeless services
	Needs Addressed	AFH: Displacement due to economic pressure AFH:Historic Disinvestment in Public Hsg Community AFH: Lack of Afford, Access. Hsg in Range of Sizes AFH: Access to financial services AFH: Admissions, occupancy policies & procedures AFH: Impediments to mobility
	Funding	:
	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	12/31/2019

and t	nate the number type of families will benefit from proposed ities	Low and moderate-income and homeless persons and families. These persons and families are disproportionately underserved and from communities of color. Approximately 340 households will benefit from the HOPWA funding.
Locat	tion Description	Seattle, King County, and Snohomish County.
Plani	ned Activities	Provide funding for homelessness prevention and permanent housing through tenant based and project based rental assistance, and permanent housing placement. In 2019, three subrecipients will provide tenant- and project-based rental assistance to approximately and Permanent Housing Placement resources to approximately 230+ residents. One subrecipient will recieve operational support for approximately 50 HOPWA eligible tenants of in an apartment building.
		Allocation for 2019 funding will be used for service activities in 2020-2021.
5 Proje	ect Name	HSD 2019 Minor Home Repair
Targe	et Area	
Goals	s Supported	AFH/CPD: Provide housing/services to seniors
Need	ls Addressed	AFH: Displacement due to economic pressure AFH: Insufficient Investment in Affordable Housing AFH: Lack of Afford, Access. Hsg in Range of Sizes AFH: Access to financial services AFH: Impediments to mobility AFH: Scarcity/High Costs of Land AFH: Lack of Hsg Accessibility Modification Assist
Fund	ing	:
Desc	ription	Provide minor home repairs to qualifying low- and moderate-income homeowners for safety and health-related repairs to their homes via subrecipient service providers.
Targe	et Date	12/31/2019

	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 550 homeowners in 2019 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 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 2019. 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; a 2-person household makes less than \$40,100 annually in 2018.
	Location Description	City of Seattle, Human Services Department, 700 5th Ave, Seattle, WA 98104. The program benefits low-moderate income homeowners throughout Seattle. Applicants apply for assistance, then individual eligibility is determined.
	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 window panes, building wheelchair ramps, and installing grab bars.
6	Project Name	OH 2019 Home Repair Program & Staffing
	Target Area	
	Goals Supported	AFH/CPD:Resources for at-risk renters/owners
	Needs Addressed	AFH: Displacement due to economic pressure AFH: Access to financial services AFH: Impediments to mobility

Funding	:
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.
Target Date	12/31/2019
Estimate the number and type of families that will benefit from the proposed activities	Approximately 30 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	Homeowners will apply to the Office of Housing for home repair loans throughout 2019. Project locations will be reported after home repair loans are completed.
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.
7 Project Name	OH 2019 Homebuyer Education and Counseling
Target Area	
Goals Supported	AFH/CPD: Promote financial security for LMI HHS
Needs Addressed	AFH: Displacement due to economic pressure AFH: Access to financial services AFH: Impediments to mobility AFH: Lack of Educational/Employment Spprt for LMI
Funding	:
Description	Support Community Based Development Organization (CBDO) costs of providing education for first-time low- and moderate-income homebuyers
Target Date	12/31/2019

	T	
	Estimate the number	These services are affirmatively marketed to make them available to
	and type of families	homebuyers and homeowners of color and other historically
	that will benefit from	disadvantaged Seattle residents. Ensuring that racial minorities and
	the proposed	others who have been systematically shut out of the housing market have
	activities	access to education, counseling and purchase assistance is a key tenet of this program. When low-income people and people of color have the opportunity to purchase homes at affordable prices or stay in their homes due to post-purchase counseling or foreclosure prevention resources this increases racial equity and decreases race and class disparities. It is estimated that 900 households will benefit from this program. 400 households will attend workshops and/or receive counseling services:
		180 households will attend first-time homebuyer workshops; and 220 households will receive pre- and post-purchase counseling or foreclosure prevention counseling
		Because of these services, 10 low- to moderate income homeowners will receive foreclosure prevention assistance, and 10 low- to moderate income homebuyers will receive financial assistance to purchase a home.
		Additionally, at least 500 households will receive information and referrals regarding homeownership.
	Location Description	Services will be provided to homebuyers and homeowners throughout the city, by phone and in person.
	Planned Activities	Homebuyer counseling and education services; homeowner counseling and foreclosure prevention.
8	Project Name	OH 2019 Rental Housing Program and Staffing
	Target Area	
	Goals Supported	AFH/CPD: Preserve and increase affordable housing
	Needs Addressed	AFH: Displacement due to economic pressure AFH: Insufficient Investment in Affordable Housing
	Needs Addressed	i i
	Needs Addressed	AFH: Insufficient Investment in Affordable Housing
	Needs Addressed	AFH: Insufficient Investment in Affordable Housing AFH: Lack of Afford, Access. Hsg in Range of Sizes
	Needs Addressed	AFH: Insufficient Investment in Affordable Housing AFH: Lack of Afford, Access. Hsg in Range of Sizes AFH: Lack of Afford. in-Home/Com Based Spprt Serv. AFH: Access to Medical Services AFH:Access publicly supprted hsg for ppl w/disabil
	Needs Addressed	AFH: Insufficient Investment in Affordable Housing AFH: Lack of Afford, Access. Hsg in Range of Sizes AFH: Lack of Afford. in-Home/Com Based Spprt Serv. AFH: Access to Medical Services AFH:Access publicly supprted hsg for ppl w/disabil AFH: Admissions, occupancy policies & procedures
	Needs Addressed	AFH: Insufficient Investment in Affordable Housing AFH: Lack of Afford, Access. Hsg in Range of Sizes AFH: Lack of Afford. in-Home/Com Based Spprt Serv. AFH: Access to Medical Services AFH:Access publicly supprted hsg for ppl w/disabil AFH: Admissions, occupancy policies & procedures AFH: Lack of Afford Integrated Hsg-Ind w/Supp Serv
	Needs Addressed	AFH: Insufficient Investment in Affordable Housing AFH: Lack of Afford, Access. Hsg in Range of Sizes AFH: Lack of Afford. in-Home/Com Based Spprt Serv. AFH: Access to Medical Services AFH:Access publicly supprted hsg for ppl w/disabil AFH: Admissions, occupancy policies & procedures

	Description	The Seattle Office of Housing will uses the 2019 HOME allocation solely
		for the production of rental housing.
	Target Date	12/31/2019
	Estimate the number and type of families that will benefit from the proposed activities	Funding will be awarded to housing development and preservation projects through a competitive Notice of Funds Available (NOFA) process in December 2018. An estimated 57 households will be assisted, of whom an estimated 20 will be homeless households.
	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.
	Location Description	Funding will be awarded to housing development and preservation projects through a competitive Notice of Funds Available (NOFA). Project locations will be determined at that time.
	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, to rehab up to 34 units of multi-family housing in the Delridge neighborhood: Funds will be used for capital financing related to construction, acquisition and rehabilitation of affordable rental housing for low-income households.
9	Project Name	OH 2019 OH Staffing, Administration & Planning
	Target Area	
	Goals Supported	AFH/CPD: Preserve and increase affordable housing
	Needs Addressed	AFH: Location & Type of Affordable Housing
	Funding	:
	Description	Support OH staff costs associated with CDBG and HOME program planning administration, and contracted services.
	Target Date	12/31/2019

the number of families benefit from osed	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 in the Office of Housing are specifically intended to address affordable housing needs that benefit low- and moderate-income and homeless persons and families. These
	persons and families are disproportionately underserved and from communities of color.
Description	City of Seattle, Office of Housing, 700 5th Ave, Seattle, WA 98104
Activities	Provide internal staffing capacity to adequately and effectively manage and administer the HOME and CDBG funds that the Office of Housing manages; including program planning, administration and contracted services.
ame	OED 2019 Neighborhood Business District - Only in Seattle
ea	
ported	CPD: Increase Small Business Assistance
ldressed	AFH: Scarcity/High Costs of Land AFH: Lack of Educational/Employment Spprt for LMI AFH: Lack Private Investment in Specific Neighbhds
	:
on	The Only in Seattle Initiative provides grants and services to foster inclusive neighborhood business districts that allow small businesses to thrive. The Initiative focuses on supporting district stakeholders to organize around a common vision for their district and take action. Includes planning and administration that supports the Only in Seattle Initiative.
ite	12/31/2019
	Description Activities ame ea oported Idressed

1	
Estimate the nur and type of fami that will benefit the proposed activities	and oversight in approximately 9 business districts. 200 small businesses are located within the business districts served with CDBG and benefit from the work.
	Seattle is experiencing rapid redevelopment, particularly in urban villages and business districts. Although some areas of Seattle have not seen the same level of redevelopment, particularly in areas of historic disinvestment, the rapid rise in real estate costs has pushed higher income people into these less-expensive areas and pushed lower-income residents and businesses out of Seattle. The projects in the Only in Seattle program focus on preventing displacement of small businesses of color. This is accomplished by organizing district stakeholders to create a shared vision, developing strategies to address priorities and intentionally reaching out to businesses and connecting them to services. This allows local businesses, property owners, residents and organizations to drive changes and develop local support for businesses.
Location Descrip	RFA occurs in November 2018 to determine final neighborhoods, but the program has consistently supported the following business districts to implement comprehensive commercial district strategies: Beacon Hill, Central Area, Chinatown-ID and Little Saigon, Hillman City, Lake City, Othello, Rainier Beach, Mount Baker, and South Park.
Planned Activitie	Racial Equity in Business Districts Project: This project includes supporting several business districts to conduct in-language outreach to local small businesses, to learn challenges they are facing and support with services. The project also includes a training cohort in racial equity and implicit bias to build awareness and provide tools for business district leaders to build more equitable organizations and practices. In 2019, approximately 3-5 business districts will receive outreach support and 15-20 business district leaders will receive training.
	Commercial District Strategies: Approximately 9 business districts receive CDBG funding to develop and implement plans that support local businesses. Typical outcomes include, connecting businesses to technical assistance, supporting businesses with marketing strategies, and helping them resolve issues they are facing. Will also explore feasibility of King Street station project.
11 Project Name	OED 2019 Small Business Support
Target Area	

	Goals Supported	CPD: Increase Small Business Assistance
	Needs Addressed	AFH: Access to financial services AFH: Scarcity/High Costs of Land AFH: Lack of Educational/Employment Spprt for LMI
	Funding	:
	Description	Support deliver of technical assistance in the form of business assistance, marketing support, and one-on-one technical support to small business entrepreneurs in the retail, restaurant or service sectors that are located in low- and moderate-income neighborhoods. Additionally provide direct financial assistance to qualifying microenterprises and small businesses for job creation and retention and services to disadvantaged communities.
	Target Date	12/31/2019
	Estimate the number and type of families that will benefit from the proposed activities	Approximately 100 small businesses will be supported with technical assistance. The program prioritizes outreach for business technical assistance to women, minority and immigrant owned businesses. Approximately 20 microenterprises will be supported with financing.
	Location Description	Citywide
	Planned Activities	Financing will be provided citywide to low- and moderate-income owned businesses (microenterprises), prioritizing outreach for financing to women, minority and immigrant owned businesses. Financing tools may take the form of Individual Development Accounts for Businesses, a form of matched savings program that combines business savings, technical assistance and matching funds (i.e., CDBG funds). Financing will also be provided as interest subsidy on microenterprise loans. Business technical assistance will be provided citywide to low- and moderate-income owned businesses (microenterprises), businesses in low- and moderate-income areas and immigrant owned businesses. Services could include lease education, business plan development, and financial management training. Will work with OPCD to leverage Othello Project for equitable development.
12	Project Name	Parks 2019 Parks Upgrade Project
	Target Area	
	Goals Supported	CPD: Access to Nature and Physical Activities

	Needs Addressed	AFH: Displacement due to economic pressure
		AFH: Lack Public Investment in Specific Neighbhds.
		AFH: Impediments to mobility
		AFH: Inaccessible Government Facilities/Services
		AFH: Inaccessible Infrastructure
		AFH: Location of Environmental Health Hazards
	Funding	:
	Description	Provide capital improvements, renovation and ADA improvements in
		neighborhood parks serving qualifying low- and moderate-income
		neighborhoods.
	Target Date	12/31/2019
	Estimate the number	Park improvements occur in parks that serve low income neighborhoods.
	and type of families	The neighborhoods disproportionally serve people of color and other
	that will benefit from	historically disadvantaged people. The residents within an
	the proposed	approximate 1.5-mile radius of each park benefit from the improvements.
	activities	
	Location Description	Location for park improvements to be determined in early 2018.
	Planned Activities	Installation of up to 9 park improvements including but not limited
		to safety fencing, paths, ADA compliance, and improved landscaping.
13	Project Name	OIRA 2019 Ready to Work
	Target Area	
	Goals Supported	AFH/CPD: Initiatives support marginalized groups
	Needs Addressed	AFH: Displacement due to economic pressure
		AFH: Access to financial services
		AFH: Impediments to mobility
		AFH: Scarcity/High Costs of Land
		AFH: Lack of Educational/Employment Spprt for LMI
		AFH: Lack Private Investment in Specific Neighbhds
	Funding	:
	Description	Provide ESL, job skills training and placement for persons with limited
		English proficiency via a CBDO.
	Target Date	12/31/2019

	Estimate the number and type of families that will benefit from the proposed activities	The total number of families served is estimated to be 150. Participants will be English language learners in need of stable employment and ongoing access to English language learning 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	Classes and services will be provided at 1.) Asian Counseling and Referral Service, 3629 Martin Luther King Dr. South, Seattle, WA 98144 and 2.) Rainier Beach Public Library, 9125 Rainier Ave. South, Seattle, WA 98119.
	Planned Activities	Via a CBDO, and subcontracted CBOs, provide English language learning 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.
14	Project Name	OPCD 2019 Equitable Development Initiative
	Target Area	
	Goals Supported	AFH: Promote equitable growth in new development
	Needs Addressed	AFH: Lack Public Investment in Specific Neighbhds.
	Funding	:
	Description	Provide support for community-based organizations pursuing investment strategies that will mitigate displacement within high-risk neighborhoods.
	Target Date	12/31/2019

Estimate the number and type of families that will benefit from the proposed activities

Funding will be awarded to eligible organizations through a competitive Notice of Funds Availability (NOFA) process in early 2019. CDBG funds will support at least 2 neighborhoods pursuing an anti-displacement strategy.

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:

- 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
- 7. Proximity to transit: Number of unique transit trips within 0.25-mile walking distance of a location

Location Description

High displacement risk / low access to opportunity (ex. Rainier Beach, Othello, South Park, Highland Park)

High displacement risk / high access to opportunity (ex. Chinatown/International District, Central Area(23rd and Union-Jackson), Lake City and North Gate)

	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 in 2019.
15	Project Name	HSD 2019 Community Facilities Improvements
	Target Area	
	Goals Supported	AFH/CPD: Equitable investment across communities
	Needs Addressed	AFH: Displacement due to economic pressure
	Funding	:
	Description	The City receives multiple requests each year for support of community-based facilities serving low- and moderate-income people and/or providing access to community services, education, government programs and economic development benefits. Public facilities improvements can improve ADA access, maintain viable life of community use buildings not owned by the City, enhance service capacity, provide childcare sites and rehabilitate older buildings run by non-profit operators as examples. Prior year funds will be used to support facilities improvement projects that meet City and Consolidated Plan goals and are otherwise eligible for CDBG funding. Project identified for this funding may come from a Federal Grants Management Unit (FGMU) RFP in 2019.
	Target Date	12/31/2019
	Estimate the number and type of families that will benefit from the proposed activities	Estimated 3- 5 projects could be funded based on timing and project eligibility
	Location Description	
	Planned Activities	Potential 2019 RFP to identify timely and eligible community facilities projects.
16	Project Name	Alpha Cine Section 108 Loan Payoff
	Target Area	
	Goals Supported	AFH/CPD: Initiatives support marginalized groups
	Needs Addressed	AFH: Displacement due to economic pressure

	Funding	CDBG: \$723,138
	Description	Repayment of Section 108 loan
	Target Date	12/31/2019
	Estimate the number and type of families that will benefit from the proposed activities	NA
	Location Description	NA
	Planned Activities	NA
17	Project Name	CV-OED 2020 Small Business Stabilization Round 2
	Target Area	
	Goals Supported	CPD: Increase Small Business Assistance
	Needs Addressed	AFH: Displacement due to economic pressure
	Funding	CDBG-CV: \$1,410,045
	Description	This project will issue stabilization grants to microenterprises to ensure they are able to meet their financial obligations during income losses attributed to the COVID19 outbreak
	Target Date	12/31/2020
	Estimate the number and type of families that will benefit from the proposed activities	Approximately 50 microenterprises whose businesses have been impacted by the COVID19 crisis will benefit from the proposed activity.
	Location Description	city-wide
	Planned Activities	The City of Seattle Office of Economic Development (OED) offers grants of up to \$10,000 to microenterprises with low- and moderate- income owners located in Seattle. Grants may be used to cover the day-to-day operating expenses of the business, such as but not limited to payroll or losses due to the impacts of the COVID19 crisis.
18	Project Name	ESG20 Seattle
	Target Area	
	Goals Supported	CPD: Increase homeless services
	Needs Addressed	AFH: Displacement due to economic pressure

	Funding	HESG-CV: \$2,829,807
	Description	HESG-CV funds will support short term rent assistance and the provision of meals to shelter participants.
	Target Date	6/30/2021
	Estimate the number and type of families that will benefit from the proposed activities	70 individuals with extremely low incomes who are categorized as high risk for catching COVID-19, and also at risk of losing their housing will benefit from the rental assistance program. 1000 individuals and households experiencing homelessness and residing in emergency shelters will benefit from the provision of meals at these sites.
	Location Description	City-wide
	Planned Activities	A rental assistance program will provide up to one-year of rental assistance and case management for individuals who are 1) age 50 or older, 2) at high risk of COVID-19, 3) have income limited to federal disability benefits, especially Supplemental Security Income (SSI) or Social Security Disability Insurance (SSDI), that is not more than \$1,000 per month, 4) are at risk of or currently experiencing homelessnes; Meals will be provided to people who are accessing emergency shelters which have been de-intensified and spread across the City to ensure social distancing and safety during the COVID-19 crisis through two subrecipient agreements with meal providers who will work with shelter programs.
19	Project Name	CV-HSD 2020 Emergency Rental Assistance: general
	Target Area	
	Goals Supported	AFH/CPD:Resources for at-risk renters/owners
	Needs Addressed	AFH: Displacement due to economic pressure
	Funding	CDBG-CV: \$2,819,550
	Description	Funds will be made available through existing Rental Assistance providers, who will enter into subrecipient agreements with the City of Seattle and provide emergency rental assistance to households whose housing is at risk because they have been economically impacted by the COVID-19 crisis.
	Target Date	12/31/2020
	Estimate the number and type of families that will benefit from the proposed activities	600 households with low- and moderate-incomes will benefit from these proposed activiites.

	Location Description	City-wide
	Planned Activities	50% of the funds are to be made available to up to 10 current providers of Homelessness Prevention Assistance; 50% will be made available to the United Way of King County's "Homeward Bound" program. Emergency rent payments will be made to landlords on tenants' behalf, to ensure they are able to maintain housing.
20	Project Name	CV-OH 2020 Emergency Rental Assistance: Affordable Housing
	Target Area	
	Goals Supported	AFH/CPD:Resources for at-risk renters/owners
	Needs Addressed	AFH: Displacement due to economic pressure
	Funding	CDBG-CV: \$1,410,185
	Description	Funds will provide emergency rental assistance to households who reside in low-income housing in the City's asset portfolio and, due to the coronavirus, are unable to pay their rent. The maximum level of assistance will equal a one-time payment of \$1,000
	Target Date	12/31/2020
	Estimate the number and type of families that will benefit from the proposed activities	1100 households with incomes at or below 80% of area median income
	Location Description	City-wide
	Planned Activities	Office of Housing staff will review and approve applications for assistance from households and issue emergency rent payments to their landlords.
21	Project Name	CV-COVID-19 2020 - 2023 Catholic Community Services WAH20-F001 (CCS)
	Target Area	
	Goals Supported	AFH/CPD:Resources for at-risk renters/owners
	Needs Addressed	AFH: Displacement due to economic pressure
	Funding	HOPWA-CV: \$85,268
	Description	Catholic Community Services will provide STRMU assistance to households who have been impacted by the COVID-19 crisis, to ensure they are able to maintain their housing.
	Target Date	12/31/2021

	Estimate the number and type of families that will benefit from the proposed activities	13 households that are earning 0%-50% AMI and have a household member who is diagnosed with HIV/AIDS.
	Location Description	King and Snohomish Counties
	Planned Activities	Via a subrecipient agreement with Catholic Community Services, 13 households that are earning 0%-50% AMI and have a household member who is diagnosed with HIV/AIDS will be provided rental assistance to ensure they remain in their housing.
22	Project Name	CV-COVID-19 2020 - 2023 Lifelong WAH20-F001 (Lifelong)
	Target Area	
	Goals Supported	AFH/CPD:Resources for at-risk renters/owners
	Needs Addressed	AFH: Displacement due to economic pressure
	Funding	HOPWA-CV: \$341,072
	Description	Lifelong will provide STRMU to households who are impacted by the COVID-19 crisis to ensure they maintain their housing.
	Target Date	12/31/2021
	Estimate the number and type of families that will benefit from the proposed activities	households that are earning 0%-50% AMI and have a household member who is diagnosed with HIV/AIDS.
	Location Description	King and Snohomish Counties
	Planned Activities	Via subrecipient agreement, STRMU rental assistance will be provided to 51 households that are earning 0%-50% AMI and have a household member who is diagnosed with HIV/AIDS, to ensure they maintain their housing.

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 any official HUD designated geographic based priority areas such as NRSAs or 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 Economic Equity Development Initiative (EDI); also part of the AFH work plan; the EDI is being implemented specifically to address disparities in communities of color (which may also represent LMI areas). Based on the City's ongoing commitment to operationalizing Race and Social Justice principles, the EDI will focus on community generated priorities for facilities improvements, job development, and economic parity in sharing the City's prosperity and amenities specifically from the standpoint of current and developing area of communities of color.
- 3. The Mandatory Housing Affordability ordinance and implementation. In order to realize affordable housing goals in the mix of all residential and commercial development across the City, the Office of Planning and Community Development in consultation with many other departments and Seattle Housing Authority will implement a series of upzones in areas of the City deemed "high opportunity" areas (mainly based on transit access and growth management goals) where higher density development will be required in conjunction with incentives and required production of units of affordable housing by private and public developers. As each upzone happens through the Mayor's Office and Council; that area 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.

Geographic Distribution

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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.

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 2018-2022;
- 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 goal numbers presented here reflect activities to be funded with federal funds through the Seattle Office of Housing (OH) and Human Services Department (HSD). OH funds production and preservation of affordable rental housing, including rehabilitation of existing low-income housing. OH also funds rehabilitation of owner-occupied homes. HSD funds rental assistance such as rapid rehousing programs for homeless households with a variety of federal sources, as well as minor home repair for low- and moderate-income homeowners. The Special-Needs includes Tenant Based Rental Assistance (TBRA) and Short-Term Rent, Mortgage and Utility Assistance (STRMU) through the Housing Opportunities for People with AIDS (HOPWA) program. The rental assistance goal excludes certain homelessness prevention activities funded by HSD using city fund sources.

One Year Goals for the Number of Households to be Supported	
Homeless	120
Non-Homeless	608
Special-Needs	109
Total	837

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

One Year Goals for the Number of Households Supported Through	
Rental Assistance	209
The Production of New Units	22
Rehab of Existing Units	606
Acquisition of Existing Units	0
Total	837

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

Discussion

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

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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

Seattle Housing Authority (SHA) provides affordable housing and rental assistance to more than 34,000 people, including 29,000 people in neighborhoods throughout the city of Seattle. Most SHA households are served through Low Income Public Housing (LIPH) and Housing Choice Vouchers (also referred to as Section 8 or HCV).

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

Seattle Housing Authority (SHA) provides affordable housing and rental assistance to more than 34,000 people, including 29,000 people in neighborhoods throughout the city of Seattle. Most SHA households are served through Low Income Public Housing (LIPH) and Housing Choice Vouchers (also referred to as Section 8 or HCV).

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 issuespecific work groups to collaborate with management on issues of common interest. In addition, most communities send representatives to the Joint Policy Advisory Committee (JPAC), which SHA regularly consults on major policy issues, as well as the Senior Advisory Committee. Residents are also involved in planning for the use of HUD's Resident Participation Funds.

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

Seattle Housing Authority is not a troubled PHA.

Discussion

SHA maintains a safe and healthy living environment for its residents. However, limited funding continues to present challenges.

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

Seattle is responding to the needs of persons experiencing homelessness through a coordinated Continuum of Care. The City invests in services to prevent homelessness and to help homeless people 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.

The one-year Action Plan goals and action steps for 2019 implements priorities through planning, program development, investment, and contract monitoring of projects in three strategic investment areas:

- Homelessness Prevention Providing diversion assistance to prevent people from becoming homeless and needing to enter the shelter;
- Homeless Intervention Services Connecting people who are homeless with rapid rehousing and housing navigation resources to increase safety and access to housing;
- Housing Placement, Stabilization, and Support Moving people rapidly into housing and providing support when needed to remain in housing. 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 one-year goals and actions for outreach and assessment include:

Continuous improvement in conjunction with the All Home the Seattle/King County Continuum
of Care Lead, to implement CEA coordinated entry and assessment for all.Implementing
recommendations from Pathways Home and Outreach workgroup to ensure comprehensive
outreach services are provided.

All homeless projects funded by the City of Seattle are required to participate in the CEA system, except for confidential shelters for victims of domestic violence. Assessment for DV confidential shelters is managed through a separate coordinated system called Day One. Investing, contracting and monitoring of funding for outreach services and day centers, drop-in centers, hygiene service centers and shelter programs adhere to department strategies in Pathways Home. These programs are responsible for reaching out to homeless persons and assessing individual needs for intervention services, referrals to shelter and access to housing.

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

2019 priorities one-year goals and actions for outreach and assessment include:

- 1. Planning and program development, in conjunction with All Home the Seattle/King County Continuum of Care Lead, to implement coordinated entry and assessment (CEA) for all populations, including families, youth/young adults and single adults.
- 2. Implementation of outreach continuum workgroup recommendations to ensure that outreach providers can connect people living unsheltered to the full array of services needed to end their homeless situation.

All projects funded by the City of Seattle who serve homeless individuals are required to participate in the CEA system which is integrated with HMIS, except for confidential shelters for victims of domestic violence. Assessment for DV confidential shelters is managed through a separate coordinated system called Day One. HSD is conducting a competitive funding process for outreach services and day centers, drop-in centers, hygiene service centers and shelter programs in 2017. These programs are responsible for reaching out to homeless persons and assessing individual needs for intervention services, referrals to shelter and access to housing. Projects funded by Consolidated Plan funding resources are listed in AP-38, Project Summary.

City of Seattle also provides local general fund resources to other projects and programs (listed and updated on the city of Seattle HSD Webpage which address the emergency shelter and transitional housing needs of homeless people.

Addressing the emergency shelter and transitional housing needs of homeless persons

The City and its community partners are committed to:

1. Increasing access to shelter services to move people inside more quickly via an expanded outreach effort dedicated to working with people living in encampments throughout the City. The navigation team is composed of 12 Seattle police officers and 8 outreach workers. The team is deployed daily to encampments throughout the City to address public health and safety risks, connect people with shelter options, refer to services for mental health/substance abuse, and housing navigation. Implementing "pay for performance" expectations of service providers to increase exits to permanent housing will be implemented in contracts. Contracted providers must meet minimum standards to ensure full quarterly reimbursement for services. Standards for emergency services are 40% of singles move to PH and 65% of families move to permanent housing, 35% of youth and young adults move to permanent housing. Length of stay in shelter target is 90 days or less, return rate to homelessness target is less than 10% of families and 20% of youth and young adults become homeless again. Increasing training and support of shelter service providers to address the needs of long-term shelter stayers; through critical time intervention and motivational interviewing. These trainings are emerging best practices identified by the National Alliance to End Homelessness, and critical component of our systems transformation work under the Pathways Home framework.

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

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recently homeless from becoming homeless again

1. Investing, contracting and monitoring of funding in housing placement, stabilization & support services. This includes financial assistance via rapid rehousing, housing navigation services designed to move a homeless household quickly into permanent, "non time-limited" housing; and housing focused services such as case management, housing advocacy, search and placement services for short-term or ongoing support to households to stabilize, move into housing. Programs are designed to rapidly rehouse and stabilize homeless individuals, families, and youth/young adults and special needs populations, including persons with HIV/AIDS, in housing with the most appropriate level and duration of service intervention(s). Projects funded by Consolidated Plan funding resources are listed in AP-38, Project Summary. City of Seattle also provides local general fund resources to other projects and programs (listed and updated on the city of Seattle HSD Webpage. Planning, program development and system coordination in conjunction with the All Home the CoC Lead to implement initiatives aimed at reducing homelessness among families with children, youth/young adults, chronically homeless individuals, and persons living with HIV/AIDS (HIV/AIDS Housing Committee and Ryan White Planning and Implementation groups). Implementation of Pathways Home the city's strategic plan to address homelessness.

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.

1. Investing, contracting and monitoring of funding in Homelessness Prevention programs that provide financial assistance and housing services, such as case management, search and placement services for short-term or ongoing support to households to stabilize, move into housing. Prevention programs assist individuals, families, youth/young adults and special needs populations, including persons with HIV/AIDS, who are at greatest risk of becoming homeless. Projects funded by Consolidated Plan funding resources are listed in AP-38, Project Summary. City of Seattle also provides local Housing Levy funding with federal funding, such as ESG to support these prevention programs (listed and updated on the city of Seattle HSD Webpage. Planning, program development and system coordination in conjunction with All Home, the CoC lead on implementation of initiatives that prevent homeless families with children, homeless youth/young adults, chronically homeless individuals, and households at-risk of homelessness. Coordinating homelessness prevention and discharge planning programs and protocols. Discharge planning/protocols in place for health care, mental health institutions,

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corrections, and foster care systems are included in Section MA-35, Special Needs Facilities and Services.

Discussion

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 procurement processes called Requests for Investments (RFIs). An RFI is an open and competitive funding allocation process in which HSD will set the desired outcomes and agencies respond by submitting a proposal requesting an investment to achieve these outcomes by providing specific program or project services.

The specific requirements for requests for funding will be detailed in procurement materials. Funding opportunities and materials are posted on the HSD Funding Opportunities web page. Requests for Investments indicate the amount and type of funding anticipated for specific investment areas, investment outcomes, priorities for investments and program models, eligible activities and performance requirements for contracts awarded through the RFI. All agencies submitting proposals for investment through the competitive RFI 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 and linguistic relevance, in their program model.

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:	
	ı
Short-term rent, mortgage, and utility assistance to prevent homelessness of the individual or	
family	95
Tenant-based rental assistance	142
Units provided in permanent housing facilities developed, leased, or operated with HOPWA funds	103
Units provided in transitional short-term housing facilities developed, leased, or operated with	
HOPWA funds	0
Total	340

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 analyzes 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.

HUD requires the full integration of the 2017 AFH results, goals and adopted work plan (as approved by HUD - Fair Housing Equal Opportunity Office in July 25th, 2017) as an on-going part of the regular HUD reporting and allocation cycle for federal HUD grants governed by this 2018-2022 Consolidated Plan. The CP Goals, Project Activities for the 2018 Annual Action Plan, housing and services needs assessments and market analysis components and all questions related to barriers to affordable housing are now "answered" by the detailed report which can be accessed at http://www.seattle.gov/humanservices/funding-and-reports/resources/community-development-block-grant---assessment-of-fair-housing.

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 requires the AFH to address prioritized Contributing Factors (which include public and private

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action or inaction regarding public polices, 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:

As the City and SHA proceed with implementation of the 2017 Assessment of Fair Housing Goals and Priorities it must take into consideration the following challenges which require balancing potentially

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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 patters 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 moderateincome 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:

Because of the duplicative nature of the following questions, instructions have been provided and hyperlinks to guide the reader to more detail in responding to these overarching questions.

Actions planned to address obstacles to meeting underserved needs

In the context, of meeting unmet or underserved needs, broadly, please see the Strategic plans and initiatives relied upon as documented in PR-10 and PR-15 of the Consolidated Plan report and accompanying narratives. Particularly for the Homeless Investments "Pathways Home" plan, the City's Housing Affordability and Livability (HALA) initiatives, the City's Economic Equity Development Plan (EDI) and for the 2017 Assessment of Fair Housing for the City and Seattle Housing Authority.

Actions planned to foster and maintain affordable housing

Please see section PR-10, PR-15, and the Needs Assessment and Market Analysis elements of this report for detail 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/about

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 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.

Actions planned to develop institutional structure

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Please refer to SP-40 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 PR-10 for previously provided answer the a very 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.

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:

The Seattle Human Services Department makes funding awards through procurement processes called Requests for Investments (RFIs). An RFI is an open and competitive funding allocation process in which HSD will set the desired outcomes and agencies respond by submitting a proposal requesting an investment to achieve these outcomes by providing specific program or project services. The specific requirements for requests for funding will be detailed in procurement materials. Funding opportunities and materials are posted on the HSD Web page: http://www.seattle.gov/humanservices/funding/. See specifically the 2017 Homeless Investments RFP at (see link in PR-10 of the Consolidated Plan) for example.

Requests for Investments indicate the amount and type of funding anticipated for specific investment areas, investment outcomes, priorities for investments and program models, eligible activities and performance requirements for contracts awarded through the RFI. All agencies submitting proposals for investment through the competitive RFI will demonstrate their ability to deliver established outcomes for clients by providing specific services.

Applications in each process will be reviewed for ability to deliver services that meet investment outcomes and goals. Applicants will also be asked to demonstrate how they will incorporate specific standards and principles, such as cultural and linguistic relevance, in their program model. Funding will be provided in the form of a contract between the recipient agency and the Seattle Human Services Department. 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.

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

1. The total amount of program meome 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

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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
5. The amount of income from float-funded activities
Total Program Income:
400,000

Other CDBG Requirements

1. The amount of urgent need activities

0

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.

100.00%

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 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 \$373,000 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

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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(I)(4)

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

ESG will be governed by the requirements, priorities, and contract processes as for all other fund sources included in the 2017 Homelessness Investments RFP described in question #1 Introduction above.

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

The Seattle/King County Continuum of Care (CoC) has implemented a system wide coordinated entry and assessment system for all population groups. The system has been operational under a new platform since June of 2016. The CEA system is managed by King County. CEA serves all people (single adults, young adults, couples, families, and veterans) experiencing homelessness in the following situations:

- Living and sleeping outside
- Sleeping in a place not meant for human habitation
- Staying in a shelter
- Fleeing/attempting to flee domestic violence
- Exiting an institution where you resided for up to 90 days and were in shelter or a place not meant for human habitation immediately prior to entering that institution or transitional housing

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- Young adults who are imminently at risk of homelessness within 14 days are also eligible for CEA.
- 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 the City as part of resources prioritized for homeless intervention services. Future sub-awards of ESG funding are planned to be governed by RFP process 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.

For the first time in over a decade, The City of Seattle Human Services Department facilitated an open and competitive funding process for homelessness services and support. The Homeless Investments RFP identified agencies that provide services that support movement toward and access to permanent housing for people experiencing homelessness. \$30 million in funding is available through this RFP. Awards were given to service providers that demonstrated the ability to address the RFP Program Areas: Homelessness Prevention, Diversion, Outreach & Engagement, Emergency Services, Transitional Housing, Rapid Re-Housing and Permanent Supportive Housing, and to deliver person-centered services, show results, and address racial disparities.

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 Seattle / King County Continuum of Care (CoC) includes King County plus the cities of Seattle, Auburn, Bellevue, Federal Way, Kent, Renton, and Shoreline and already includes consumer input in its operations. The lead agency for the CoC is All Home, a broad coalition of government, faith communities, non-profits, the business community and homeless and formerly homeless people working together to end homelessness in King County. ESG funding decisions are coordinated with All Home, as lead CoC agency, and its Funders Group. For more information about All Home and its structure please visit its webpage at About All Home 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 who mission is to Educate. Advocate. Inform Change. The Consumer Advisory Council (CAC) 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

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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 combined ESG funding with multiple fund sources in the 2017 Homeless Investments RFP. Part of the RFP requirements are "Appendix E - Minimum Performance and Target Performance Standards for sub-recipients (see full document at http://www.seattle.gov/Documents/Departments/HomelessInvestmentsRFP/Appendix%20E%20-%20Minimum%20Performance%20Standards%20and%20Target%20Performance%20Standards.pdf. This document also includes System wide (for the Human Services Department), minimum and Core Outcomes for funded services to benefit homeless people by program type. Examples of performance measurements include Exit Rate to Permanent Housing, comparison of Length of Stay (days), Return Rate to Homelessness, Entries from Homelessness and Utilization Rate for singles and families and youth and Young Adults.

RESIDENTIAL ANTIDISPLACEMENT AND RELOCATION ASSISTANCE PLAN (RARAP).

Federal law requires a plan that applies to projects funded by the City of Seattle with CDBG or HOME program funds to minimize displacement of people from their homes and neighborhoods because of such projects. The RARAP also affirms that the City will comply with the requirements for relocation assistance and one-for-one replacement under Section 104(d) of the Housing and Community Development Act of 1974 ("Section 104(d)"). Terms used in the RARAP and defined in 24 CFR Section 42.305 have the meanings set forth in that Section unless the context otherwise requires. The RARAP will apply to projects undertaken as part of the anticipated project activities covered by the 2018-2022 Consolidated Plan and to any designated "urgent needs" emergency or state/federally declared disaster. For details of the RARAP please visit the Office of Housing's website (see link in PR-10 of Con).

2020 AAP Amendment 1

Executive Summary

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

1. Introduction

This plan applies for origin year 2020 funds from the Community Development Block Grant, HOME, Emergency Solutions Grant, and Housing Opportunities for Persons with AIDS programs in compliance with regulations found at 24 CFR 91. The Annual Action Plan encapsulates the third year of the 2018-2022 Consolidated Plan for Housing and Community Development. Funding priorities continue to be to support emergency shelter and services for homeless persons, provide for affordable housing, small business and microenterprise financial assistance and business district planning, job training and readiness services, and for park upgrades and ADA improvements. A total of approximately \$21.9 million is governed by this annual plan.

The edits below amending the original 2020 AAP reflect a budget reconciliation process which occurred after submission of the originally submitted plan, as the City pivoted to respond to the COVID-19 pandemic. In general, these changes reflect the increasing needs for intervention for people experiencing homelessness, the need to spend down accumulation of program income in key housing rehabilitation programs and maximizing the support or small businesses impacted by COVID-19 who have been unable to access other resources via the Office of Economic Development.

Three changes will impact 2020 programs: the update of the Housing Levy Administration and Financial Plan and Policies and the transition to the new King County Regional Homelessness Authority during 2020-2021 and changes in the approach to Economic Development funding including the response to the coronavirus pandemic:

Housing Policy: Seattle's Office of Housing updated the Housing Levy Administration and Financial Plan and Housing Funding Policies in 2019, for program years 2019-2020. 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 is developing a community preference guideline in consultation with several department including the Office for Civil Rights and stakeholders. Several non-profit housing developers have expressed interest in implementing community preference outreach in their upcoming projects.

Homeless Services Consolidation with King County: The City of Seattle's 2019 investments in homelessness response project increases in the numbers of households served, 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 2020, the City will continue to build on this impact, aligning its work with King County and All Home (our region's Continuum of Care) to create a new King County Regional Homelessness Authority. This new governing body will provide a strategic, unified regional response to homelessness.

Economic Development Policy: Since 2010, job growth in the city of Seattle has outpaced national averages, growing by over 20%. Seattle's median income has soared, but that increase is not shared across racial groups, with whites continuing to significantly outpace other racial groups. As well, Seattle was the 2nd fastest growing large city between 2010 and 2017, growing by almost 20%. The City's growth challenges our small business community, particularly members from low-income neighborhoods, who voiced a significant need for support to maintain their businesses in the face of gentrification. OED piloted in 2019 two new programs, a Business Stabilization Fund and a Tenant Improvement Fund to develop tools responsive to the current reality.

COVID-19 response: As Seattle is increasingly affected by the spread of the COVID19 virus, businesses are struggling with loss of customers, particularly small and minority-owned businesses. Grants of up to \$10,000 were be made available to ensure businesses can maintain operations during this downturn. Small businesses located in Seattle, owned by those up to 80% of median income with five or fewer employees with income loss due to coronavirus restrictions may apply to this program.

2. Summarize the objectives and outcomes identified in the Plan

This could be a restatement of items or a table listed elsewhere in the plan or a reference to another location. It may also contain any essential items from the housing and homeless needs assessment, the housing market analysis or the strategic plan.

The objectives of the governing 2018 - 2022 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.

- Human Services Department CDBG public service and ESG dollars provided vital overnight shelter to over 4,402 homeless households in 2018.
- The Office of Housing (OH) awarded funding for 27 federally funded affordable housing units. CDBG funds were used to rehabilitate and preserve 16 units in North Seattle. In addition, CDBG support provided home repair to 500 households: primarily for senior homeowners. HOME funds were used in the Low-Income Housing Institute Othello project, estimated to produce 93 units, 11 of which are HOME funded. OH completed and leased up 21 HOME units in two previously funded projects: Estelle by DESC, Tony Lee Apartments by the Low-Income Housing Institute.
- Parks and Recreation Department used CDBG funding to complete capital improvements and renovations, including ADA improvements, at nine (9) neighborhood parks serving low-moderate-income neighborhoods.
- The Office of Economic Development (OED) CDBG funded activities supported approximately 200 businesses in 9 neighborhood districts, with about 85 low-income microenterprises receiving direct technical support. Outside of neighborhood centric work, an additional 200 businesses were assisted in 2019.
- The Office of Immigrant and Refugee Assistance ESL for Work Program continues to meet client demographic goals. In 2018, of 133 unduplicated clients served 93 were extremely low income and 40 were low income. All were immigrants (76) Asian American; (51) Black/African American/Other African, and 6 Hispanic. The Ready to Work (RTW) program is recognized by the US Department of Labor, National Skills Coalition, and the Research Triangle institute as a best practice community anti-poverty, employment program.
- In 2019, the Office of Planning and Community Development's (OPCD), Equitable Development Initiative awarded \$5 million to 10 community-initiated projects one of which received an award of \$1 million of CDBG dollars to support services intended to reduce disparities in housing outcomes for Alaskan-Native/American Indian people. The projects will be developed in at least 8 high-risk displacement neighborhoods.

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

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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 2020 Adopted (second year of biennial budget) and 2021 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 2020 Annual Action Plan was publicized and made available for public comment for a 30-day public comment period beginning November 15, 2019. A second public comment period ran from March 6, 2020 through April 7, 2020. Due changes made in reprogramming CDBG funds to address the early stages of the coronavirus outbreak; a third public comment period ran from April 27th to May 4th, 2020.

A draft of Amended 2020 AAP was made available for public comment for a 30-day period beginning 3/19/2021. Seattle City Council held a public hearing on the proposed changes on April 20, 2021.

5. Summary of public comments

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

A public hearing was conducted on the 2020 Annual Action plan during the December 11, 2019 Finance and Neighborhoods committee of the Seattle City Council. Due to the corona virus outbreak the final draft 2020 AAP was reviewed on May 4th, 2020 in a virtual session. No comments were received directly related to the 2020 AAP; however, there were multiple comments during the open public hearing raising concerns about the extension of the City's temporary ban on housing evictions, rent increases and other tenant protections. One comment was received in support of the proposed extension. Many commenters supported the use of rent assistance targeted to vulnerable populations to avoid loss of housing and that activity is supported by the 2020 AAP. To hear the entire public hearing conducted via a virtual meeting click here: http://www.seattlechannel.org/videos?videoid=x113795&Mode2=Video .

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

No comment was received on December 11, 2019 or on May 4th, 2020 specific to the 2020 AAP. See #5 above.

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**

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fund source is used depends upon the various restrictions and regulations covering the funds and the most efficient and effective mix of funds.

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 SEATT		LE Human Services Department, Fed. Grants N		ces Department, Fed. Grants Mgt. Unit	
HOPWA Administrator SEATT		LE		Human Servi	ces Department, FGMU
HOME Administrator SEATT		LE		Office of Hou	using (OH)
ESG Administrator SEAT		LE		Human Servi	ces Department, FGMU
HOPWA-C Administrator					

Table 1 – Responsible Agencies

Narrative (optional)

OMB Control No: 2506-0117 (exp. 09/30/2021)

The City's Federal Grants Administration 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 are transitioning to a new regional model of governance to ensure coordinated, effective coverage for a range services to people experiencing homelessness. It is anticipated that the City will co-locate staff administering homelessness intervention services with their King County counterparts early in 2020 and continue to transition to an independent King County Regional Homelessness Authority (KCRHA) in 2021. The City anticipates that federal CDBG and ESG public services funding will continue through 2020. Once the new regional authority is in place, the role and allocation of federal grants for homeless services will be reviewed. Pending that review, a Memorandum of Agreement regarding priorities for City federal grant funds by the KCRHA in accord with the City's 2018-2022 Consolidated Plan and in compliance with all HUD certifications and requirements for use of these grant funds can be executed.

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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 206-256-5415.

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

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.

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 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/.

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 CoC Coordinating Board and other CoC policy committees, and engaging with people with lived experience of homelessness. In addition, the City recently partnered with All Home to support a two-year End Youth Homelessness Now! initiative and is working in tandem with All Home and King County on restructured homelessness governance, outlined elsewhere in this report.

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. Examples of performance requirements include Exit Rate to Permanent Housing, Length of Stay (days), Return Rates to Homelessness, and Entries from Literal Homelessness.

The City reviews program performance monthly, and the City's data team provides quarterly progress reports and as-needed technical assistance, working collaboratively with the data team at King County to review system trends. The City is also in sync with King County and other local funders to develop policies for HMIS. (King County is the operator of HMIS.)

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

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	Homeless Needs - Chronically homeless
	by Consultation?	Homeless Needs - Families with children
		Homelessness Needs - Veterans
		Homelessness Needs - Unaccompanied youth
		Homelessness Strategy
	Briefly describe how the	The Seattle / King County Continuum of Care (CoC) includes
	Agency/Group/Organization was	King County plus the cities of Seattle, Auburn, Bellevue,
	consulted. What are the anticipated	Federal Way, Kent, Renton, and Shoreline. The lead agency
	outcomes of the consultation or areas	for the CoC is All Home, a broad coalition of government, faith
	for improved coordination?	communities, non-profits, the business community and
		homeless and formerly homeless people. ESG funding
		decisions are coordinated with All Home, as lead CoC agency,
		and its Funders Group. For more information about All Home
		please visit: http://allhomekc.org/about/.
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	Non-Homeless Special Needs
	by Consultation?	
	Briefly describe how the	RTW steering committee sets program priorities which
	Agency/Group/Organization was	informed which services would be submitted for CDBG fund
	consulted. What are the anticipated	consideration.
	outcomes of the consultation or areas	
	for improved coordination?	
3	Agency/Group/Organization	Housing Development Consortium of Seattle-King County
	Agency/Group/Organization Type	Housing
		Services - Housing
		Services-homeless
<u> </u>		

	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	The Technical Advisory Committee was convened by the
	Agency/Group/Organization was	Office of Housing to advise the City on programs and goals for
	consulted. What are the anticipated	the proposed 2016 Seattle Housing Levy. It was comprised of
	outcomes of the consultation or areas	28 members with a broad range of expertise, including
	for improved coordination?	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
	10 10 11 1	
	Agency/Group/Organization Type	Housing
		Services - Housing
		Services-homeless
	What section of the Plan was addressed	Housing Need Assessment
	by Consultation?	Homeless Needs - Chronically homeless
	by Consultation:	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
6	Agency/Group/Organization	and other City-administered sources. 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.

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

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, assistance to qualifying homeowners in need of home repairs, and assistance benefiting qualifying homebuyers. 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 coming for 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 standalone 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 is expected to open in mid- to late-2020. The process will occur in phases, transitioning from two distinct entities to co-located entities and then into a Public Development Authority governed by a new Board of Directors and an Executive Director. The Continuum of Care will be integrated into the structure of the new authority.

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

Name of Plan	Lead Organizatio n	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuu m of Care	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 is 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
2017 City and SHA Assessme nt of Fair Housing	Human Services Dept FGMU	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
23rd Avenue Action	Office of Planning and Comm.	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.
Plan Central Area Design Guidelines	Office of Planning and Comm. Dev.	http://www.seattle.gov/Documents/Departments/OPCD/OngoingInitiatives/CentralArea/23rdAvenueUDF.pdf 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 refugees 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 Organizatio	How do the goals of your Strategic Plan overlap with the goals of each plan?
	n	
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 refugees 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:	Office of	The Comprehensive Plan guides City decisions on where to build new jobs and houses, how to improve our
Growth	Planning	transportation system, and where to make capital investments such as utilities, sidewalks, and libraries. Our
Managem	and Comm.	Comprehensive Plan is the framework for most of Seattle Countywide Planning Policies.
ent Act	Dev.	http://www.seattle.gov/opcd/ongoing-initiatives/seattles-comprehensive-plan
Update		
Waterfron t Seattle	Office of Planning and Comm. Dev.	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

Name of Plan	Lead Organizatio n	How do the goals of your Strategic Plan overlap with the goals of each plan?
Chinatow n Internatio nal District Design Guidelines	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/chinatown-international-district
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
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

Name of Plan	Lead Organizatio	How do the goals of your Strategic Plan overlap with the goals of each plan?
Uptown Rezone Equitable Developm ent	office of Planning and Comm. Dev. Office of Planning and Comm.	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 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/EDII
Initiative	Dev.	mpPlan042916final.pdf
Housing Affordabili ty & Livability Agenda (HALA)	Office of Planning and Community Developme nt and Office of Housing	Advances all Consolidated Plan Housing Goals, specifically the HALA goal. http://www.seattle.gov/hala
Under	Office of	Describes need for affordable housing and the impact of the local Housing Levy for Seattle subsidized housing
One Roof	Housing	development. http://www.seattle.gov/housing/levy/
Seattle Housing Levy Administr ative and Financial	Office of Housing	Referenced in Consolidated Plan because of direct connection to Housing Funding Policies contained in the Levy Administrative & Financial plan. https://www.seattle.gov/Documents/Departments/Housing/Footer%20Pages/HousingLevy_A-F-Plan_2017-18.pdf

Name of Plan	Lead Organizatio n	How do the goals of your Strategic Plan overlap with the goals of each plan?
Seattle		The goals of SHA strategic plan and the Consolidated Plan align well. Specifically, the strategic plan calls for SHA to
Housing	Seattle	expand public housing opportunities for low-income households, promote quality communities, and improve
Authority	Housing	quality of life for its participants. It also commits to partnership and coordinated action as well as race and social
Strategic	Authority	justice as organizational cornerstones.
Plan		https://www.seattlehousing.org/sites/default/files/SHA_2016_2020_Strategic_Plan.pdf
Pathways	Human	Background and analysis of Seattle's homeless strategies and planned investments. Overlaps with Consolidated
Home	Services	Plan Annual Action Plans.
поше	Department	http://www.seattle.gov/Documents/Departments/HumanServices/Reports/Final_PH_1_Year.pdf
Open		Includes plans for park improvements in economically distressed neighborhoods or sites.
Space	Parks	http://www.seattle.gov/parks/about-us/policies-and-plans/2017-parks-and-open-space-plan
Plan		Tittp://www.seattie.gov/parks/about-us/policies-and-plans/2017-parks-and-open-space-plan
Communit		
y Center	Parks	Includes plans for Community Center improvements in economically distressed neighborhoods or sites needing
Strategic	raiks	ADA improvements. http://www.seattle.gov/parks/about-us/policies-and-plans/community-center-strategic-plan
Plan		
Parks		
Asset	Parks	Includes buildings and facilities in economically distressed neighborhoods or sites needing ADA improvements.
Managem	Parks	See Complete Parks ADA Priority Facility List in attachments for Consolidated Plan.
ent Plan		
Seattle		
Parks and		Includes plans and prioritization for park accessibility and ADA improvements, including in economically distressed
Recreatio	Dorke	neighborhoods. See Parks ADA Priority list attached in
n ADA	Parks	attachments.http://www.seattle.gov/Documents/Departments/ParksAndRecreation/PoliciesPlanning/ADA/SPR_A
Transition		DA_Transition_Plan_2017_Update.pdf
Plan		

Name of Plan	Lead Organizatio	How do the goals of your Strategic Plan overlap with the goals of each plan?
	n	
Designatio n 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
2018- 2023 Adopted Capital Improvem ent Program	Office of Planning and Comm. Dev.	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 Disabilitie s Act survey	Finance and Administrat ive 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

Name of	Lead	How do the goals of your Strategic Plan overlap with the goals of each plan?
Plan	Organizatio	
	n	
Seattle/Ki		
ng County	Human	
Area		http://www.agingkingcounty.org/wp-content/uploads/sites/185/2017/12/Area-Plan_2016-2019_MASTER-
Agency on	Services	new.pdf
Aging	Department	
State Plan		
2016	I I	
Homeless	Human	http://coshumaninterests.wpengine.netdna-cdn.com/wp-content/uploads/2017/04/City-of-Seattle-Report-FINAL-
Needs	Services	with-4.11.17-additions.pdf
Survey	Department	
2018	Seattle	
Move To	Housing	https://www.seattlehousing.org/sites/default/files/2018%20SHA%20MTW%20Plan.pdf
Work Plan	Authority	
2017 One		
Night	All Home	http://allhomekc.org/wp-content/uploads/2016/11/2017-Count-Us-In-PIT-Comprehensive-Report.pdf
Count		
Behavioral	Codoral	
Risk	Federal-	
Factor	Centers for	https://www.cdc.gov/brfss/index.html
Surveillan	Disease	
ce data	Control	

Name of Plan	Lead Organizatio	How do the goals of your Strategic Plan overlap with the goals of each plan?					
	n						
2017 HIV/AIDS Quarterly Reports	King County Epidemiolo gy 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					
Monitorin g Report: Affordabili ty of Unsubsidi zed	Office of Housing	http://www.seattle.gov/housing/data-and-reports http://www.seattle.gov/Documents/Departments/OPCD/Demographics/AboutSeattle/2016UnsubsidizedHousing MonitoringReport.pdf					
2017	HUD; filed						
Homeless	by Human	2017 inventory of facilities serving homeless individuals, families and youth/young adults. See attached					
Inventory	Services	spreadsheet in the attachments to Consolidated Plan.					
Count	Department						
Levy to	Seattle						
Move	Dept. of	http://www.seattle.gov/Documents/Departments/SDOT/About/Funding/2018_0423_MSLevy_Eval_Council_repor					
Seattle	Transportat	t_FINAL_Printable.pdf					
Work Plan	ion						
KC Metro							
2011-21	King County						
Plan for Public	Metro	https://metro.kingcounty.gov/planning/pdf/MetroStrategicPlan_Summary_final.pdf					
Transit							

Name of	Lead	How do the goals of your Strategic Plan overlap with the goals of each plan?
Plan	Organizatio	
	n	
ESMI	Office of	
Workforce	Economic	Use of private database for workforce projection and labor industry trends at
Developm	Developme	http://www.economicmodeling.com/workforce-development/
ent data	nt	
	Puget	
Vision	Sound	Broad based regional plan including affordability, demographic trends and issues of equitable access to high
2040	Regional	opportunity areas at https://www.psrc.org/vision-2040-documents
	Council	
Fixed Broadban d Deployme nt	Federal Communica tions Commission	Database and maps to help determine gaps in access to broadband services; https://broadbandmap.fcc.gov/#/
Flood	Federal	
Service	Emergency	Database and maps to help determine flood prone areas of Seattle;
Мар	Manageme	https://map1.msc.fema.gov/idms/IntraView.cgi?KEY=67226133&IFIT=1
Center	nt Agency	
2016 Race		
& Social	Seattle	
Justice	Office of	http://www.seattle.gov/rsji/community/survey
Comm.	Civil Rights	
Survey		

Table 3 – Other local / regional / federal planning efforts

Narrative (optional)

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' 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.

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' 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.

Sort	Mode of Outreach	Target	Summary of	Summary of	Summary of comments	URL (If applicable)
Order		of Outreac	response/at	comments received	not accepted and	
		h	tendance		reasons	

				Seattle's biggest fair	
			From	housing challenge is	
			November	the cost of living.	
			2016	High rents and home	
			through	prices are displacing	
			March	low- and middle-	
			2017, SHA	income households;	
			staff	impacting the ability	
			attended a	of voucher holders to	
			number of	successfully find a	
			resident	unit. Lengthy wait	
			events to	times for SHA units	
		Residents	discuss	and the homeless	See summary of public comments in
		of Public	issues	population are	Executive Summary of the Assessment of
1	Focus Group	and	related to	evidence that the	Fair Housing at
		Assisted	the	demand for	http://www.seattle.gov/Documents/Depa
		Housing	Assessment	affordable housing	rtments/HumanServices/CD
			of Fair	surpasses the stock.	
			Housing.	A number of	
			Overall,	residents and	
			staff	voucher holders	
			attended 24	discussed instances	
			events	of housing	
			reaching at	discrimination	
			least 390	against individuals	
			residents	due to their	
			and voucher	participation in the	
			holders.	Housing Choice	
				Vouchers program.	

Sort	Mode of Outreach	Target	Summary of	Summary of	Summary of comments	URL (If applicable)
Order		of Outreac	response/at	comments received	not accepted and	
		h	tendance		reasons	
		Minorities	83 focus			
			groups.			
		Non-	participants			
		English	confirmed			
		Speaking -	need for a			
		Specify	community-			
		other	based			
		language:	program to			
		10	help Level			
		different	1-3 English	Participants		
	Focus Group	languages	Language	addressed a wide	All of the major	
2			Leaners	range of needs that	recommendations were	
2		Residents	improve	directly informed the	built into the program	
		of Public	English Skills	design of the Ready	design	
		and	Cross	to Work Program		
		Assisted	section of			
		Housing	ELL			
			representin			
		Agencies	g 10			
		proving	languages			
		services to	attended			
		English	Employmt.			
		Language	Focus			
		learners	groups			

Sort	Mode of Outreach	Target	Summary of	Summary of	Summary of comments	URL (If applicable)
Order		of Outreac	response/at	comments received	not accepted and	
		h	tendance		reasons	
			OH sought			
			input			
			throughout	To successfully		
			developmen	address Levy		
			t of Housing	priorities for housing		
			Levy Admin	in higher cost areas		
			& Fin Plan.	of opportunity, there	There was discussion of	
			and OH	were several	making Home Repair	
		Minorities	Funding	recommendations	funds available to	
			Policies. OH	for policies	community	
		Non-	published	acknowledging	organizations, but these	
		targeted/b	draft policy	higher costs.	funds were determined	
		road	language,	Similarly, higher	to be more efficiently	
3	Focus Group	community	presented	costs were	allocated via OHs existing	www.seattle.gov/housing/levy
			to the	acknowledged as	Home Repair Program.	
		Neighborh	Seattle	necessary to produce	The Foreclosure	
		ood based	Planning	family-sized units.	Prevention pilot program	
		Comm	Commission	There was strong	funds will be allocated by	
		Orgs	Housing and	support for reduced	an administrator selected	
			Neighborho	leveraging	through a competitive	
			ods Cmte,	requirements for	process.	
			vetted with	homeless housing		
			the Mayor	seeking		
			and Council.	rehabilitation		
			City Council	funding.		
			held public			
			hearings.			

			OH cought	Strong support to		
			OH sought	Strong support to		
			input for	retain and expand		
			the Housing	each of the housing		
			Levy	levy programs rental		
			renewal	housing,		
			thru two	homeownership, and		
			focus	homelessness		
			groups and	prevention. During		
			an open	City Council review,		
			house,	there was emphasis		
			online	on equitable		
		Non-	surveys. A	development and	The City received several	
		targeted/b	28-member	preventing	broad responses that will	
		road community	Technical	displacement.	inform housing planning	
4	Focus Group		Advisory	Commitment to align	and program activities in	www.seattle.gov/housing/levy
	·		Committee	levy homelessness	the future but were not	
		Neighborh	provided	investments with	applicable to the levy	
		ood based	comments	Continuum of Care	funding proposal.	
		Comm Org	and. OH	priorities and the	01 1	
			presented	City's Pathways		
			at 8	Home Initiative.		
			community	There was a request		
			meetings.	for a foreclosure		
			_			
			Seattle	prevention pilot		
			Planning	program, which was		
			Commission	added to eligible		
			Housing and	activities in the		
			Neighborho	Homeownership		
			ods cmte	program.		

Sort	Mode of Outreach	Target	Summary of	Summary of	Summary of comments	URL (If applicable)
Order		of Outreac	response/at	comments received	not accepted and	
		h	tendance		reasons	
			vetted. City			
			Council met			
			7 times and			
			held a			
			public			
			hearing.			

Table 4 – Citizen Participation Outreach

Expected Resources

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

Introduction

Overall resources in 2020 from the Consolidated Plan funds were 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. The unexpected impact of the COVID-19 pandemic and the enactment of several phases of the CARES Act funding along with increases in regular federal grant allocations for

2020 are reflected in the table below.

Anticipated Resources

Program	Source	Uses of Funds	Exp	ected Amour	nt Available Ye	ear 1	Expected	Narrative Description
	of Funds		Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$	Amount Available Remainder of ConPlan \$	
CDBG	public - federal	Acquisition Admin and Planning Economic Development						Revenue projections for remainder of Con Plan assume steady allocation plus \$400,000 in PI receipts via Revolving Loan programs. Expected amount for
		Housing Public Improvements Public Services	9,586,332	3,752,255	4,405,658	17,746,248	22,022,508	remainder of Con Plan (2021-22) includes RL balance of \$2,105,838

Program	Source	Uses of Funds	Ехр	ected Amour	nt Available Ye	ar 1	Expected	Narrative Description
	of Funds		Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$	Amount Available Remainder of ConPlan \$	
HOME	public -	Acquisition						Revenue projections for remainder
	federal	Homebuyer						of Con Plan assume 1% reduction
		assistance						each year for the remainder of the
		Homeowner						Con Plan (2021-22)
		rehab						
		Multifamily						
		rental new						
		construction						
		Multifamily						
		rental rehab						
		New construction						
		for ownership						
		TBRA	3,389,788	1,000,000	0	4,389,788	8,649,945	

Program	Source	Uses of Funds	Ехр	ected Amour	nt Available Ye	ar 1	Expected	Narrative Description
	of Funds		Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$	Amount Available Remainder of ConPlan \$	
HOPWA	public -	Permanent						Revenue projections for remainder
	federal	housing in						of Con Plan assume 1% reduction
		facilities						each year for the remainder of the
		Permanent						Con Plan (2021-22)
		housing						
		placement						
		Short term or						
		transitional						
		housing facilities						
		STRMU						
		Supportive						
		services						
		TBRA	2,929,601	0	0	2,929,601	5,859,202	

Program	Source	Uses of Funds	Ехр	ected Amour	nt Available Ye	ear 1	Expected	Narrative Description
	of Funds		Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$	Amount Available Remainder of ConPlan \$	
ESG	public -	Conversion and						Revenue projections for remainder
	federal	rehab for						of ConPlan, assume steady
		transitional						allocation.
		housing						
		Financial						
		Assistance						
		Overnight shelter						
		Rapid re-housing						
		(rental						
		assistance)						
		Rental Assistance						
		Services						
		Transitional						
		housing	820,644	0	0	820,644	1,641,288	

Other	public -	Acquisition						Seattle and King County funds
	local	Economic						including General Funds; e.g.
		Development						Seattle Housing Levy, Move Seattle
		Homeowner						Levy, Seattle Families Education
		rehab						Preschool and Promise Levy,
		Housing						Seattle Mandatory Housing
		Multifamily						Affordability Revenue, Seattle Park
		rental new						and Recreation
		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	0	0	0	0	0	

Program	Source	Uses of Funds	Exp	ected Amour	nt Available Ye	ar 1	Expected	Narrative Description	
	of		Annual	Program	Prior Year	Total:	Amount		
	Funds		Allocation:	Income: \$	Resources:	\$	Available		
			\$		\$		Remainder		
							of ConPlan		
							\$		
		Supportive							
		services							
		Transitional							
		housing							

Table 5 - Expected Resources - Priority Table

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: Seven years of Levy (2017-2023) will generate \$201 million for multifamily rental projects; \$42 million for O&M, \$9.5 for homeownership and \$11.5 for housing stability 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: allocation of \$10.2 million in Consolidated Plan funds for services supporting homeless and low-income persons and families and approximately \$14 million in federal McKinney funding is leveraged with nearly \$56 million in local General Fund resources for the Addressing

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Homelessness Budget Control Level.

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.

OIRA: The continuing success of the ESL for Work RTW program has led to new opportunities to leverage existing CDBG funding to obtain \$25,500 in City of Seattle General Funds to add program enhancements to the existing program model. The city of Seattle has also dedicated \$225,000 in annual general funds to support RTW programs in other economic distressed zip codes in West and North Seattle.

If appropriate, describe publicly 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, such as in 2018 when proceeds from the sale of a building were purposed for adding 500 new shelter beds.

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

- **K-Site:** In June of 2018, the City issued and 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: The City will transfer 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 8 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.

Annual Goals and Objectives

AP-20 Annual Goals and Objectives

Goals Summary Information

Sort	Goal Name	Start	End	Category	Geographic	Needs Addressed	Funding	Goal Outcome Indicator
Order		Year	Year		Area			
1	CPD: Increase	2018	2022	Homeless		AFH: Displacement due to	CDBG:	Homeless Person
	homeless services					economic pressure	\$5,537,967	Overnight Shelter: 4802
						AFH: Lack of Afford, Access.	HOPWA:	Persons Assisted
						Hsg in Range of Sizes	\$2,929,601	HIV/AIDS Housing
							ESG:	Operations: 340
							\$820,644	Household Housing Unit
2	CPD: Increase Small	2018	2022	Non-Housing		AFH: Lack Public	CDBG:	Businesses assisted: 650
	Business Assistance			Community		Investment in Specific	\$4,974,075	Businesses Assisted
				Development		Neighbhds.		(overall)
						AFH: Lack Private		
						Investment in Specific		467 Small Bus
						Neighbhds		Stabilization
						AFH: Lack of		
						Educational/Employment		
						Spprt for LMI		

Sort	Goal Name	Start	End	Category	Geographic	Needs Addressed	Funding	Goal Outcome Indicator
Order		Year	Year		Area			
3	CPD: Access to Nature	2018	2022	Non-Housing		AFH: Lack Public	CDBG:	Public Facility or
	and Physical Activities			Community		Investment in Specific	\$918,441	Infrastructure Activities
				Development		Neighbhds.		other than Low/Moderate
						AFH: Inaccessible		Income Housing Benefit:
						Infrastructure		35000 Persons Assisted
4	AFH/CPD:Resources	2018	2022	Affordable		AFH: Displacement due to	CDBG:	Homeowner Housing
	for at-risk			Housing		economic pressure	\$605,462	Rehabilitated: 30
	renters/owners			Non-Homeless		AFH: Location & Type of		Household Housing Unit
				Special Needs		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		

Sort	Goal Name	Start	End	Category	Geographic	Needs Addressed	Funding	Goal Outcome Indicator
Order		Year	Year		Area			
5	AFH/CPD: Preserve	2018	2022	Affordable		AFH: Displacement due to	CDBG:	Rental units constructed:
	and increase			Housing		economic pressure	\$3,000,000	22 Household Housing
	affordable housing					AFH: Location & Type of	HOME:	Unit
						Affordable Housing	\$4,389,788	Rental units rehabilitated:
						AFH: Lack Public		1134 Household Housing
						Investment in Specific		Unit
						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		

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
7	AFH/CPD: Initiatives	2018	2022	Non-Housing	Aica	AFH: Impediments to	CDBG:	Public service activities
	support marginalized			Community		mobility	\$707,500	other than Low/Moderate
	groups			Development		AFH: Lack Private	, ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	Income Housing Benefit:
	0					Investment in Specific		290 Persons Assisted (SJI
						Neighbhds		and OIRA)
						AFH: Lack of		,
						Educational/Employment		
						Spprt for LMI		
						AFH: Scarcity/High Costs of		
						Land		
8	AFH/CPD: Equitable	2018	2022	Public Housing		AFH: Impediments to	CDBG:	Public Facility or
	investment across			Non-Housing		mobility	\$430,000	Infrastructure Activities
	communities			Community		AFH: Lack Private		other than Low/Moderate
				Development		Investment in Specific		Income Housing Benefit:
						Neighbhds		350 Persons Assisted
						AFH: Lack of		Jobs created/retained: 14
						Educational/Employment		Jobs
						Spprt for LMI		
						AFH: Scarcity/High Costs of		
						Land		
						AFH: Historic Siting of		
						Publicly Supported Housing		
						AFH:Historic Disinvestment		
						in Public Hsg Community		

Goal Name	Start	End	Category	Geographic	Needs Addressed	Funding	Goal Outcome Indicator
				Area			
•	2018	2022			· ·		Rental units rehabilitated:
housing/services to			_		•	\$449,917	500 Household Housing
seniors			Public Housing		• • • • • • • • • • • • • • • • • • • •		Unit
					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 Afford		
					Integrated Hsg-Ind w/Supp		
					Serv		
					AFH: Lack of Hsg		
					Accessibility Modification		
					Assist		
					AFH: Lack Private		
					Investment in Specific		
					Neighbhds		
CPD: Increase Disaster	2018	2022	Affordable		AFH: Inaccessible		Other: 1 Other
Readiness			Housing		Infrastructure		
			Public Housing		AFH: Inaccessible		
			Homeless		Government		
			Non-Homeless		Facilities/Services		
			Special Needs				
			Non-Housing				
			Community				
			Development				
	AFH/CPD: Provide housing/services to seniors CPD: Increase Disaster	AFH/CPD: Provide housing/services to seniors CPD: Increase Disaster 2018	AFH/CPD: Provide housing/services to seniors 2018 2022 CPD: Increase Disaster 2018 2022	AFH/CPD: Provide housing/services to seniors CPD: Increase Disaster Readiness CPD: Increase Disaster Readiness Affordable Housing Public Housing 2018 2022 Affordable Housing Public Housing Formal Housing Public Housing Homeless Non-Homeless Special Needs Non-Housing Community	AFH/CPD: Provide housing/services to seniors CPD: Increase Disaster Readiness CPD: Increase Disaster Readiness Affordable Housing Public Housing Affordable Housing Public Housing Non-Homeless Non-Homeless Special Needs Non-Housing Community	AFH/CPD: Provide housing/services to seniors AFH/CPD: Provide housing/services to seniors 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 Afford Integrated Hsg-Ind w/Supp Serv AFH: Lack of Hsg Accessibility Modification Assist AFH: Lack Private Investment in Specific Neighbrds CPD: Increase Disaster Readiness CPD: Increase Disaster Readiness AFH: Inaccessible Infrastructure Public Housing Homeless Special Needs Non-Homeless Special Needs Non-Housing Community	AFH/CPD: Provide housing/services to seniors AFH/CPD: Provide housing/services to seniors AFH: Displacement due to economic pressure economic pressure public Housing 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 Afford Integrated Hsg-Ind w/Supp Serv AFH: Lack of Hsg Accessibility Modification Assist AFH: Lack Private Investment in Specific Neighbds CPD: Increase Disaster Readiness CPD: Increase Disaster Readiness AFH: Inaccessible Housing Housing Public Housing Homeless Non-Homeless Special Needs Non-Housing Community Non-Housing Community

Sort	Goal Name	Start	End	Category	Geographic	Needs Addressed	Funding	Goal Outcome Indicator
Order		Year	Year		Area			
11	AFH: Engage	2018	2022	Outreach		AFH: Displacement due to		Other: 5 Other
	communities in civic					economic pressure		
	participation					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: Marketing/Screening		
						Practices in Private Hsg		
						AFH: Historic Siting of		
						Publicly Supported Housing		

Sort	Goal Name	Start	End	Category	Geographic	Needs Addressed	Funding	Goal Outcome Indicator
Order		Year	Year		Area			
12	AFH: Services to those	2018	2022	Affordable		AFH: Location & Type of		Other: 4 Other
	with different abilities			Housing		Affordable Housing		
				Public Housing		AFH: Lack of Afford, Access.		
				Non-Homeless		Hsg in Range of Sizes		
				Special Needs		AFH:Access publicly		
						supprted 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		

Sort	Goal Name	Start	End	Category	Geographic	Needs Addressed	Funding	Goal Outcome Indicator
Order		Year	Year		Area			
13	AFH: Provide more	2018	2022	Affordable		AFH: Displacement due to		Other: 5 Other
	housing choices for			Housing		economic pressure		
	families			Public Housing		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		

Sort	Goal Name	Start	End	Category	Geographic	Needs Addressed	Funding	Goal Outcome Indicator
Order		Year	Year		Area			
14	AFH:Increase housing	2018	2022	Homeless		AFH: Displacement due to		Other: 3 Other
	options for homeless					economic pressure		
	families					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		

Att 3 - 2020 Annual Action Plan Substantial Amendment V1

Sort	Goal Name	Start	End	Category	Geographic	Needs Addressed	Funding	Goal Outcome Indicator
Order		Year	Year		Area			
15	AFH: Promote	2018	2022	Affordable		AFH: Displacement due to		Other: 2 Other
	equitable growth in			Housing		economic pressure		
	new development			Public Housing		AFH: Location & Type of		
				Non-Housing		Affordable Housing		
				Community		AFH: Land Use and Zoning		
				Development		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		

Sort	Goal Name	Start	End	Category	Geographic	Needs Addressed	Funding	Goal Outcome Indicator
Order		Year	Year		Area			
16	AFH:Strong	2018	2022	Non-Housing		AFH: Displacement due to		Other: 4 Other
	community despite			Community		economic pressure		
	displacement pressure			Development		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		

Sort	Goal Name	Start	End	Category	Geographic	Needs Addressed	Funding	Goal Outcome Indicator
Order		Year	Year		Area			
17	AFH: Stay accountable	2018	2022	Affordable		AFH: Displacement due to		Other: 3 Other
	to Comprehensive GM			Housing		economic pressure		
	Plan			Non-Housing		AFH: Location & Type of		
				Community		Affordable Housing		
				Development		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		

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
18	AFH: All communities	2018	2022	Non-Housing	700	AFH: Lack Public		Other: 3 Other
	are environmentally			Community		Investment in Specific		
	sound			Development		Neighbhds.		
						AFH: Land Use and Zoning		
						Laws		
						AFH: Lack Private		
						Investment in Specific		
						Neighbhds		
						AFH: Location of		
						Environmental Health		
						Hazards		
19	AFH: Pursue best	2018	2022	Non-Housing		AFH: Land Use and Zoning		Other: 4 Other
	practices to end biases			Community		Laws		
				Development		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		

Sort	Goal Name	Start	End	Category	Geographic	Needs Addressed	Funding	Goal Outcome Indicator
Order	ACII. Carabat	Year	Year	A ff - - -	Area	A 511. 1		Oth co. 2 Oth co.
20	AFH: Combat	2018	2022	Affordable		AFH: Insufficient		Other: 3 Other
	institutional racism			Housing		Investment in Affordable		
	and barriers			Non-Housing		Housing		
				Community		AFH: Lack of State/Local		
				Development		Fair Housing Laws		
						AFH: Private Discrimination		
						AFH: Source of Income		
						Discrimination		
21	AFH: Create supp hsg,	2018	2022	Affordable		AFH: Location & Type of		Other: 4 Other
	reduce barriers for			Housing		Affordable Housing		
	homeless			Public Housing		AFH: Insufficient		
				Homeless		Investment in Affordable		
						Housing		
						AFH: Lack of Afford, Access.		
						Hsg in Range of Sizes		
						AFH: Lack of Afford. in-		
						Home/Com Based Spprt		
						Serv.		
						AFH:Access publicly		
						supprted hsg for ppl		
						w/disabil		
						AFH: Admissions,		
						occupancy policies &		
						procedures		
						AFH: Lack of Afford		
						Integrated Hsg-Ind w/Supp		
						Serv		

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

Table 6 – Goals Summary

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	
5	Goal Name	AFH/CPD: Preserve and increase affordable housing
	Goal Description	
7	Goal Name	AFH/CPD: Initiatives support marginalized groups
	Goal Description	
8	Goal Name	AFH/CPD: Equitable investment across communities
	Goal Description	
9	Goal Name	AFH/CPD: Provide housing/services to seniors
	Goal Description	
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	
13	Goal Name	AFH: Provide more housing choices for families
	Goal Description	
14	Goal Name	AFH:Increase housing options for homeless families
	Goal Description	
	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	
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 billion (Mayor's 2020 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 2021 CDBG Administration and Planning
2	HSD 2020 Homeless Services
3	ESG20 Seattle
4	2020-2023 City of Seattle WAH20-F001 (SEA)
5	HSD 2020 Minor Home Repair
6	OH 2020 Home Repair Program & Staffing
7	OH 2020 Admin & Planning
8	OH 2020 Rental Housing Preservation & Development
9	OED 2020 Neighborhood Business District - Only in Seattle
13	OED 2020 Small Business Support
14	OIRA 2020 ESL for Work (Ready for Work)
15	OPCD 2020 Equitable Development Initiative
16	Parks 2020 Seattle Conservation Corps Park Upgrades
17	Parks 2020 ADA Parks Improvements
21	OH 2020 Homebuyer Assistance Revolving Loan Program
22	OED 2020 COVID19 Small Business Stabilization

Table 7 - Project Information

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.

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 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

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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).

AP-38 Project Summary

Project Name	HSD 2021 CDBG Administration and Planning
Target Area	
Goals Supported	AFH:Equitable access and amenities throughout city
Needs Addressed	AFH: Displacement due to economic pressure AFH: Insufficient Investment in Affordable Housing AFH: Lack of Afford, Access. Hsg in Range of Sizes AFH: Admissions, occupancy policies & procedures AFH: Impediments to mobility AFH: Reg. Barriers to Hsg/Serv to ppl w/Disability AFH: Lack Private Investment in Specific Neighbhds AFH: Location of Environmental Health Hazards
Funding	CDBG: \$1,120,618
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	12/31/2020
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 benefits administered at City of Seattle, Human Services

	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	HSD 2020 Homeless Services
	Target Area	
	Goals Supported	CPD: Increase homeless services
	Needs Addressed	AFH: Insufficient Investment in Affordable Housing AFH: Lack of Afford, Access. Hsg in Range of Sizes AFH: Admissions, occupancy policies & procedures
	Funding	CDBG: \$ 5,537,967
	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	12/31/2020
	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.
	Location Description	
	Planned Activities	Provide emergency shelter operations and case management to move people to permanent housing.
3	Project Name	ESG20 Seattle
	Target Area	
	Goals Supported	CPD: Increase homeless services
-	and type of families that will benefit from the proposed activities Location Description	intended to benefit low- and moderate-income and homeless persons and families. These persons and families are disproportionately underserved and from communities of color.

	1	
	Needs Addressed	AFH: Displacement due to economic pressure
		AFH: Access to financial services
		AFH: Impediments to mobility
	Funding	ESG: \$820,644
	Description	HESG funds will support shelter and rapid-rehousing. HESG-CV funds will support activities responding to, preventing and preparing for coronavirus.
	Target Date	12/31/2020
	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 4,800 individuals will benefit from the ESG funding.
	Location Description	
	Planned Activities	The 2020 ESG allocation will be used to fund operations at two shelter sites and also 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 2020 allocation will be used for administration
4	Project Name	2020-2023 City of Seattle WAH20-F001 (SEA)
	Target Area	
	Goals Supported	CPD: Increase homeless services
	Needs Addressed	AFH: Displacement due to economic pressure AFH:Historic Disinvestment in Public Hsg Community AFH: Lack of Afford, Access. Hsg in Range of Sizes AFH: Access to financial services AFH: Admissions, occupancy policies & procedures AFH: Impediments to mobility
	Funding	HOPWA: \$2,929,601
	Description	Low and moderate-income and homeless persons and families. These persons and families are disproportionately underserved and from communities of color. Approximately 340 households will benefit from the HOPWA funding.
	Target Date	9/30/2023

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	Estimate the number and type of families that will benefit from the proposed activities	Low and moderate-income and homeless persons and families. These persons and families are disproportionately underserved and from communities of color. Approximately 340 households will benefit from the HOPWA funding.
	Location Description	
	Planned Activities	Provide funding for homelessness prevention and permanent housing through tenant based and project based rental assistance, and permanent housing placement. In 2019, three subrecipients will provide tenant- and project-based rental assistance to approximately and Permanent Housing Placement resources to approximately 230 residents. One subrecipient will receive operational support for approximately 50 HOPWA eligible tenants of in an apartment building.
		Allocation for 2019 funding will be used for service activities in 2020-2021.
		Tenant-based rental assistance / Rapid Rehousing 230.
		Homeless Person Overnight Shelter 500
		HIV/AIDS Housing Operations 50
5	Project Name	HSD 2020 Minor Home Repair
	Target Area	
	Goals Supported	AFH/CPD:Resources for at-risk renters/owners
	Needs Addressed	AFH: Displacement due to economic pressure 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 AFH: Lack of Hsg Accessibility Modification Assist
	Funding	CDBG: \$449,917
	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.
	Target Date	12/31/2020

	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 550 homeowners in 2019 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 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 2019. 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; a 2-person household makes less than \$40,100 annually in 2018.
	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.
6	Project Name	OH 2020 Home Repair Program & Staffing
	Target Area	
	Goals Supported	AFH/CPD:Resources for at-risk renters/owners
	Needs Addressed	AFH: Displacement due to economic pressure AFH: Access to financial services AFH: Impediments to mobility
	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.
	Target Date	12/31/2020
	Estimate the number and type of families that will benefit from the proposed activities	Approximately 30 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.
7	Project Name	OH 2020 Admin & Planning
	Target Area	
	Goals Supported	
	Needs Addressed	
	Funding	CDBG: \$160,972
	Description	Support OH staff costs associated with CDBG and HOME program planning administration, and contracted services.
	Target Date	
	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).
	Location Description	City-wide.

Planned Activities	Programs and activities supported by these funds in the Office of Housing are specifically intended to address affordable housing needs that benefit low- and moderate-income and homeless persons and families. These persons and families are disproportionately underserved and from communities of color
Project Name	OH 2020 Rental Housing Preservation & Development
Target Area	
Goals Supported	AFH/CPD: Preserve and increase affordable housing
Needs Addressed	AFH: Displacement due to economic pressure AFH: Location & Type of Affordable Housing AFH: Lack Public Investment in Specific Neighbhds. AFH: Insufficient Investment in Affordable Housing AFH: Lack of Afford, Access. Hsg in Range of Sizes AFH: Lack of Afford. in-Home/Com Based Spprt Serv. AFH: Scarcity/High Costs of Land AFH: Private Discrimination AFH: Lack of Afford Integrated Hsg-Ind w/Supp Serv
Funding	CDBG: \$3,000,000 (program income) HOME: \$4,389,788
Description	Provide financial assistance for the rehabilitation of 34 units of housing for low- and moderate-income households in the Delridge neighborhood of Seattle. The Seattle Office of Housing will use the 2020 HOME allocation solely for the production of rental housing. For PY2020, OH will use CDBG program income versus entitlement funds to leverage HOME entitlement funds.
Target Date	12/31/2020

	Estimate the number and type of families that will benefit from the proposed activities	Funding will be awarded to housing development and preservation projects through a competitive Notice of Funds Available (NOFA) process in December 2018. An estimated 57 households will be assisted, of whom an estimated 20 will be homeless households. 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.
	Location Description	City-wide.
	Planned Activities	Capital financing related to rehabilitation of 34 units of affordable rental housing for low-income households in the Delridge Neighborhood. Rental Housing Program staffing. 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. Based on 2018 NOFA project activities will continue through 12/31/2022.
9	Project Name	OED 2020 Neighborhood Business District - Only in Seattle
	Target Area	
	Goals Supported	CPD: Increase Small Business Assistance
	Needs Addressed	AFH: Lack Public Investment in Specific Neighbhds.
	Funding	CDBG: \$218,097
	Description	The Only in Seattle (OIS) Initiative provides grants and services to foster inclusive neighborhood business districts that allow small businesses to thrive. The Initiative focuses on supporting district stakeholders to organize around a common vision for their district and take action. Includes planning and administration that supports the Only in Seattle Initiative
	Target Date	12/31/2020

	1	
	Estimate the number	Twenty-three small businesses benefiting a low-income service area in
	and type of families	the Central Area neighborhood received technical assistance through
	that will benefit from	the OIS program.
	the proposed activities	Seattle is experiencing rapid redevelopment, particularly in urban villages and business districts. Although some areas of Seattle have not seen the same level of redevelopment, particularly in areas of historic disinvestment, the rapid rise in real estate costs has pushed higher income people into these less-expensive areas and pushed lower-income residents and businesses out of Seattle. The projects in the Only in Seattle program focus on preventing displacement of small businesses of color. This is accomplished by organizing district stakeholders to create a shared vision, developing strategies to address priorities and intentionally reaching out to businesses and connecting them to services. This allows local businesses, property owners, residents and organizations to drive changes and develop local support for businesses.
	Location Description	City-wide
	Planned Activities	The majority of CDBG funds intended for this program were swapped with the City's General Fund in 2020. A small portion of funding allocated to the Central Area remained as CDBG and was used to provide technical assistance to 23 businesses needing support with COVID-19 closures and resources.
10	Project Name	OED 2020 Small Business Support
	Target Area	
	Goals Supported	CPD: Increase Small Business Assistance
	Needs Addressed	AFH: Displacement due to economic pressure
	Funding	CDBG: \$595,378

	T	T
	Description	Grants will support development of affordable commercial space benefitting microenterprises. Financing is planned for qualifying Tenant Improvement fund grants distributed citywide to low- and moderate-income owned businesses (microenterprises), prioritizing outreach for financing to women, minority and immigrant owned businesses. A portion of funding could be used as interest subsidy on microenterprise loans. Technical assistance (e.g., lease education, business plan development, and financial management training) will be provided to priority population microenterprise owners.
	Target Date	12/31/2020
	Estimate the number and type of families that will benefit from the proposed activities	The program prioritizes outreach for business technical assistance to women, minority and immigrant owned businesses. In 2020, estimate one small business in the Central Area neighborhood will receive tenant improvement funding. An additional 200 businesses will receive technical assistance services. Estimate five interest subsidy on microenterprise loans.
	Location Description	City-wide.
	Planned Activities	
11	Project Name	OIRA 2020 ESL for Work (Ready for Work)
	Target Area	
	Goals Supported	AFH/CPD: Initiatives support marginalized groups
	Needs Addressed	AFH: Displacement due to economic pressure AFH: Impediments to mobility AFH: Scarcity/High Costs of Land AFH: Lack of Educational/Employment Spprt for LMI AFH: Lack Private Investment in Specific Neighbhds
	Funding	CDBG: \$400,000
	Description	Provide ESL, job skills training and placement for persons with limited English proficiency via a CBDO.
	Target Date	12/31/2020

Estimate the number and type of families that will benefit from the proposed activities		The total number of families served is estimated to be 150. Participants will be English language learners in need of stable employment and ongoing access to English language learning 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		City-wide
	Planned Activities	Via a CBDO, and subcontracted CBOs, provide English language learning 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
12	Project Name	OPCD 2020 Equitable Development Initiative
	Target Area	
	Goals Supported	AFH: Promote equitable growth in new development
	Needs Addressed	AFH: Lack Public Investment in Specific Neighbhds.
	Funding	CDBG: \$430,000
	Description	Provide support for community-based organizations pursuing investment strategies that will mitigate displacement within high-risk neighborhoods.
	Target Date	12/31/2020

Estimate the number The EDI Fund addresses displacement and the unequal distribution of and type of families opportunities to sustain a diverse Seattle. The EDI fosters community that will benefit from leadership and supports organizations to promote equitable access to the proposed housing, jobs, education, parks, cultural expression, healthy food and activities 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: 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

200% of poverty level

walking distance of a location

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request for proposal process in 2020.

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

7. Proximity to transit: Number of unique transit trips within 0.25-mile

To be determined in 2020 with activities continuing through 2021.

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

Location Description

Planned Activities

4.5		
13	Project Name	Parks 2020 Seattle Conservation Corps Park Upgrades
	Target Area	
	Goals Supported	CPD: Access to Nature and Physical Activities
	Needs Addressed	AFH: Inaccessible Government Facilities/Services AFH: Inaccessible Infrastructure
	Funding	CDBG: \$218,441
	Description	Provide capital improvements, renovation and ADA improvements in neighborhood parks serving qualifying low- and moderate-income neighborhoods.
	Target Date	12/31/2020
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	City-wide
	Planned Activities	Installation of up to 10 park improvements including but not limited to safety fencing, paths, ADA compliance, and improved landscaping.
14	Project Name	Parks 2020 ADA Parks Improvements
	Target Area	
	Goals Supported	CPD: Access to Nature and Physical Activities
	Needs Addressed	AFH: Inaccessible Government Facilities/Services AFH: Inaccessible Infrastructure
	Funding	CDBG: \$700,000
	Description	Funds will be used to implement American with Disabilities Act (ADA) improvements in order for Seattle dept. of Parks and Recreation to address citywide ADA needs.
	Target Date	12/31/2020
	Estimate the number and type of families that will benefit from the proposed activities	Community Centers administered by the Parks Department are prioritized by those with ADA infrastructure improvements needs and location serving communities with higher LMI households.
	Location Description	City-wide.

Planned Activities	This project provides for ADA improvements at a number of parks facilities. Work will be focused on selected community centers (e.g., Bitter Lake, Delridge, Garfield, Jefferson, Meadowbrook, Miller and others) and will consist of adjustments to signage, door closures, restroom fixtures, and other features. Signage will be added where needed as well. Similar work will be undertaken at Discovery Park Environmental Learning Center and other facilities to the degree that funding allows.
16 Project Name OH 2020 Homebuyer Assistance Revolving Loan Program	
Target Area	
Goals Supported	AFH/CPD: Equitable investment across communities
Needs Addressed	AFH: Displacement due to economic pressure AFH: Location & Type of Affordable Housing AFH: Lack of Afford, Access. Hsg in Range of Sizes AFH: Access to financial services
Funding	CDBG: \$146,793
Description	These funds will be used to provide direct assistance to low- and moderate-income households to purchase existing homes.
Target Date	12/31/2020
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	The City of Seattle, through the Office of Housing (OH), originates loans that are structured as silent, second loans, lent directly to LMI homebuyers and secured against the property with a deed of trust. The term is 30-year, 3% simple interest, repayable upon refinance or resale. In 2020, six loans will be used to support the purchase of homes.
Project Name	OED 2020 COVID19 Small Business Stabilization
Target Area	
Goals Supported	CPD: Increase Small Business Assistance
Needs Addressed	AFH: Displacement due to economic pressure AFH: Access to financial services
	Project Name Target Area Goals Supported Needs Addressed Funding Description Target Date Estimate the number and type of families that will benefit from the proposed activities Location Description Planned Activities Project Name Target Area Goals Supported

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	Funding	CDBG: \$4,160,400
	Description	\$4,780,000 was provided in small business grants (and includes \$1.41M in CRF funding) and \$157,505.42 was spent on staffing for this program in 2020. This project issued 478 stabilization working capital grants to microenterprises to help support meeting their financial obligations during income losses attributed to the COVID19 outbreak.
	Target Date	12/31/2020
	Estimate the number and type of families that will benefit from the proposed activities	478 microenterprises received a grant in the amount of \$10,000.
	Location Description City-wide.	
	Planned Activities	The City of Seattle Office of Economic Development (OED) offered grants of up to \$10,000 to microenterprises with low- and moderate-income owners located in Seattle. Grants were used to cover the day-to-day operating expenses of the business, such as but not limited to payroll or losses due to the impacts of the COVID-19 crisis. Outreach to diverse communities was undertaken through a variety of channels, including translated materials posted on websites and social media, outreach of community partner organizations, and via webinars.
31	Project Name	Seattle Jobs Initiative
	Target Area	City-wide
	Goals Supported	
	Needs Addressed	
	Funding	CDBG \$307,500
	Description	Office of Economic Development supported contract partner programming geared to recover jobs lost due to the COVID-19 pandemic during.
	Target Date	

Estimate the number and type of families that will benefit from the proposed activities	Individuals from low-income families were targeted to benefit from these job placements, job training programs. OED estimates that 140 individuals will be served in 2020 program year.
Location Description	City-wide
Planned Activities	OED will contract with Seattle Jobs Initiative to conduct job re-training activities.

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 Economic Equity 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. The Mandatory Housing Affordability ordinance and implementation. In order to realize affordable housing goals in the mix of all residential and commercial development across the City, the Office of Planning and Community Development in consultation with many other departments and Seattle Housing Authority will implement a series of up zones in areas of the City deemed "high opportunity" areas (mainly based on transit access and growth management goals) where higher density development will be required in conjunction with incentives and required production of units of affordable housing by private and public developers. As each up zone happens through the Mayor's Office and Council; that area 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.

Geographic Distribution

Target Area	Percentage of Funds

Table 8 - Geographic Distribution

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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.

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 2018-2022;
- 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 2019 Notice of Funding Availability (NOFA) for the Multifamily Rental Housing Program was announced on July 24, 2019 and included approximately \$45 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	608
Special-Needs	109
Total	971

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

One Year Goals for the Number of Households Sup	ported Through
Rental Assistance	340
The Production of New Units	22
Rehab of Existing Units	609
Acquisition of Existing Units	0
Total	971

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

Discussion

Starting in 2020, Office of Housing Homebuyer Education and Counseling will no longer be supported by CDBG funds.

Homebuyer 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

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OMB Control No: 2506-0117 (exp. 09/30/2021)

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

Seattle Housing Authority is a public corporation, providing affordable housing through a variety of programs and properties to nearly 36,000 people, including over 30,000 who are living in neighborhoods throughout the City of Seattle. Participants include approximately 11,700 children, 7,200 seniors and 5,500 non-elderly disabled adults. Eighty percent of SHA households have annual incomes below 30 percent of the area median income.

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

In 2020, 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, 2020 Annual Moving to Work Plan and 2020 Annual Budget for SHA's proposed actions to address Seattle's public housing needs in 2020.

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 issue-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 a valuable point of view in SHA's governance.

In 2020, SHA will partner with Habitat for Humanity in Lake City and HomeSight in Othello to create homeownership opportunities in newly constructed homes for SHA residents. The developers have been asked to work with designated staff to allow SHA residents who might be interested in purchasing the units access to all relevant information and all units are being constructed under an affordable housing covenant to ensure that they are affordable to households with annual incomes no higher than 80% AMI.

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

Seattle has been experiencing a sustained, unprecedented period of economic growth. The region's future is bright, but there are unfortunate consequences of this growth. 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 low-cost childcare, job training and other services so they can participate in the workforce and benefit from the City's strong economy. 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), currently led by All Home. The City invests in services to prevent homelessness and to help homeless people 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 anticipates merging its homeless services with King County and All Home to create a new King County Regional Homelessness Authority (KCRHA) in 2020. A consultant from the Corporation for Supportive Housing has been working with all three organizations and other stakeholders to develop a Regional Action Plan, which will be complete in late 2019. In the meantime, 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 All Home 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 2020.

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. 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

Annual Action Plan 2020 principles, such as cultural and linguistic relevance, in their program model.

A similar model of funding process is expected in the new King County Regional Homelessness Authority.

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 across several contracted service providers that have population and culturally specific focus. Seattle's Navigation Team is an innovative 7-day/week outreach approach that combines behavioral health-trained outreach workers, police officers and field workers in identifying unsheltered households camping in unsafe conditions and connecting them to shelters or other safe spaces. In 2020, focus will be on additional gap analysis, further collaboration, and continuous improvement.

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 2018 and 2019, adding beds to existing facilities and repurposing spaces such as former apartment buildings and an unused wing of the King Co Correctional Facility. Both the City and County worked 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 also shifted in 2018 to a pay for performance model for shelter and transitional housing and has developed peer "learning circles" and targeted technical assistance to support grantee success. In 2020, focus will be on refining the enhanced model and identifying potential new spaces to increase of shift bed capacity as resources allow.

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

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- coordinated entry assessments, diversion, and housing support
- Piloting and scaling Housing Connector, a public-private partnership engaging landlords in offering housing to households experiencing homelessness
- Improving the coordinated entry assessment tool to best prioritize households in highest need of housing
- 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 piloted in 2018 and will continue in 2020 a project 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 City of Seattle participated with regional partners in 2018 in the Mayor's "One Table" initiative, which convened system representatives from child welfare, health, corrections and more. A new End Youth Homelessness Now! campaign also actively engages child welfare and other systems to focus on reducing exits into homelessness. These system partners will be involved in the shift to the new King County Reginal Homelessness Authority.

Also, in 2020, OPCD's EDI allocations prioritize CDBG funding for the Chief Seattle Club, which is an organization specializing in providing supportive services and housing for homeless individuals from the American Indian/Alaskan-Native populations.

Discussion

Public Housing Impact on Homelessness: Seattle Housing Authority serves nearly 18,000 households. In 2018, 49% of new households admitted into SHA's subsidized housing programs were homeless. Additionally, over 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 1,646 vouchers supporting permanent supportive housing in partnership with

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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 509 Veterans Affairs Supportive Housing vouchers are designated for homeless veterans and their families. SHA's homelessness commitment also includes support for families with children, through 275 Family Unification Project vouchers, which help to reunite families who have been separated due to homelessness or foster youth who are aging out of the foster system.

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	96	
Tenant-based rental assistance	140	
Units provided in permanent housing facilities developed, leased, or operated with HOPWA		
funds	51	
Units provided in transitional short-term housing facilities developed, leased, or operated with		
HOPWA funds	0	
Total	287	

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 analyzes 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 2018 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/2018-CAPER-final.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 requires the AFH to address prioritized Contributing Factors (which include public and private

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action or inaction regarding public polices, 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:

As the City and SHA proceed with implementation of the 2017 Assessment of Fair Housing Goals and Priorities it must take into consideration the following challenges which require balancing potentially

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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 patters 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 moderateincome 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:

- An LGBTQ Action Plan was developed in 2019 to better meet the sheltering needs of LGBTQ households
- Targeted technical assistance to youth-serving service providers is being designed by a group of young adults with lived experience of homelessness
- 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

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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 2018-2022 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

Annual Action Plan 2020 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.

Total Program Income:	2,752,255
5. The amount of income from float-funded activities	0
has not been included in a prior statement or plan	0
4. The amount of any grant funds returned to the line of credit for which the pla	inned use
3. The amount of surplus funds from urban renewal settlements	0
strategic plan.	0
year to address the priority needs and specific objectives identified in the grante	ee's
2. The amount of proceeds from section 108 loan guarantees that will be used d	luring the
the next program year and that has not yet been reprogrammed	2,752,255
1. The total amount of program income that will have been received before the	start of

Other CDBG Requirements

1. The amount of urgent need activities

2,810,400

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 \$373,000 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(I)(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.

The Seattle/King County Continuum of Care (CoC) has implemented a system wide coordinated entry and assessment system for all population groups. The system has been operational under a new platform since June of 2016. The CEA system is managed by King County. CEA serves all people (single adults, young adults, couples, families, and veterans) experiencing homelessness in the

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following situations:

- Living and sleeping outside
- Sleeping in a place not meant for human habitation
- Staying in a shelter
- Fleeing/attempting to flee domestic violence
- Exiting an institution where you resided for up to 90 days and were in shelter or a place not meant for human habitation immediately prior to entering that institution or transitional housing
- Young adults who are imminently at risk of homelessness within 14 days are also eligible for CEA.
- 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 2021 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

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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 (All Home), 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.

The City's data team provides quarterly performance progress reports and technical assistance as needed and works closely with the data team at King County to evaluate performance and review trends. The City is also in sync with other local funders to develop policies for HMIS. (King County is the operator of HMIS.)

SUMMARY and FISCAL NOTE*

Department:	Dept. Contact/Phone:	CBO Contact/Phone:
Human Services Department	Dan Burton / 206.256.5415	Kara Main-Hester / 206-684-8746

^{*} Note that the Summary and Fiscal Note describes the version of the bill or resolution as introduced; final legislation including amendments may not be fully described.

1. BILL SUMMARY

Legislation Title: AN ORDINANCE relating to funding for housing and community development programs; adopting Annual Action Plan updates to the 2018 – 2022 Consolidated Plan for Housing and Community Development; authorizing submission of the Annual Action Plans to the United States Department of Housing and Urban Development (HUD); authorizing acceptance of grant funds from HUD for programs and activities included in the 2019 and 2021 Annual Action Plans; amending Ordinance 126237, which adopted the 2021 Budget, by modifying appropriations to various departments and budget control levels in the 2021 Adopted Budget; and ratifying and confirming certain prior acts.

Summary and background of the Legislation: This legislation adopts the 2021 Annual Action Plan (AAP) of the 2018-2022 Consolidated Plan and substantial amendments to The City of Seattle 2019 and 2020 AAPs and authorizes their submittal to the US Department of Housing and Urban Development (HUD).

The Annual Action Plans for the 2018 – 2022 Consolidated Plan for Housing and Community Development govern the use of the City's annual allocation of funds from several programs in HUD: Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), Housing Opportunities for Persons With Aids (HOPWA) and the HOME Investments Partnership (HOME). These grants are used to provide services, housing, and facilities to lowand moderate-income persons, businesses and neighborhoods.

HUD issued its annual allocations to the City for these programs on 02/25/2021. These allocations differ from the estimated allocations that were included in the 2021 Adopted Budget; the net difference from the Adopted Budget is shown below. This legislation authorizes the acceptance of funds for these programs allocated for the 2021 program year and described in the 2021 Annual Action Plan.

Revenue Source	2021 Adopted Budget	2021 Actual Allocation	2021 Annual Allocation Plan Difference
Community Development Block Grant			
(CDBG)	\$9,588,335	\$9,395,488	\$(192,847)
HOME Investment Partnership (HOME)	\$3,390,613	\$3,371,865	\$(18,748)
Emergency Solutions Grant (ESG)	\$820,644	\$817,674	\$(2,970)

Housing Opportunities for Persons with			
AIDS (HOPWA)	\$2,929,601	\$3,150,304	\$220,703
2021 Allocation	\$16,729,193	\$16,735,331	\$6,138

HSD has published the 2021 AAP for public comment twice, one in late 2020 on the draft of the 2021 AAP, prior to confirmation of final allocations, and a second 30-day comment period ending April 28th, 2021, incorporating the final allocations of funds. A public hearing on the draft was held virtually on December 9th 2020.

This legislation also adopts substantial amendment to two former AAPs:

- 1) The 2019 Annual Action Plan reflects the receipt of an additional \$5,850,084 in federal funding for the CDBG program through the CARES Act (Public Law 116-136).
- 2) A substantial amendment to the 2020 Annual Action Plan reflects a budget reconciliation process which occurred after submission of the Plan to HUD, as the City pivoted to respond to the COVID-19 pandemic. These changes reflect the increasing needs for intervention for people experiencing homelessness and maximizing the support for small businesses impacted by COVID-19 who have been unable to access other resources. Allocations have been dealt with in CBA CBO 002 A 001, ordinance 126211 and ordinance 126211.

The substantial amendments were posted for public comment for a 30-day period ending 4/17/2021.

A public hearing covering all three items will be held April 20th 2021. Public hearings are conducted virtually to avoid public gatherings in accordance with the Governor's Proclamation.

This legislation satisfies Governor's Proclamation 20-28 as a necessary and routine part of the annual application to HUD for use in specific projects of the federal grant funds governed by the 2018-2022 Consolidated Plan.

2. CAPITAL IMPROVEMENT PROGRAM

Does this legislation create, fund, or amend a CIP Project? ___ Yes __X__ No

3. SUMMARY OF FINANCIAL IMPLICATIONS

Does this legislation amend the Adopted Budget? X Yes No

	General Fund \$		Other \$	
Appropriation change (\$):	2020	2021	2020	2021
	-	-	-	\$6,138
Estimated revenue change (\$):	Revenue to (General Fund	Revenue to	Other Funds
	2020	2021	2020	2021

	-	-	-	\$6,138
	No. of Positions		Total FT	E Change
Positions affected:	2020	2021	2020	2021
	-	-	-	0

Does the legislation have other financial impacts to the City of Seattle that are not reflected in the above, including direct or indirect, short-term or long-term costs? No.

Is there financial cost or other impacts of *not* implementing the legislation?

Not implementing this legislation will cause the City to forgo approximately \$22.4 million in federal assistance that supports services and community development activities for low- and moderate-income persons in Seattle. The City would be faced with reducing or eliminating services and/or using General Fund to provide the services.

3.a. Appropriations

X This legislation adds, changes, or deletes appropriations.

Fund Name and	Dept	Budget Control	2021	2022 Estimated
number		Level Name/#*	Appropriation	Appropriation
			Change	Change
		(BO-HS-H3000) -		
Human Services		Addressing		
Fund (16200)	HSD	Homelessness	\$131,632	
		(BO-OH-HU-		
Low-		3000) -		
income Housing		Multifamily		
Fund (16400)	OH	Housing	(\$18,748)	
		(HSD - BO-HS-		
		H1000) -		
		Supporting		
Human Services		Affordability and		
Fund (16200)	HSD	Livability	(\$106,746)	
TOTAL			\$6,138	

^{*}See budget book to obtain the appropriate Budget Control Level for your department.

Is this change one-time or ongoing? One-time.

3.b. Revenues/Reimbursements

X This legislation adds, changes, or deletes revenues or reimbursements.

Anticipated Revenue/Reimbursement Resulting from this Legislation:

Fund Name and	Dept	Revenue Source	2021	2022 Estimated
Number			Revenue	Revenue
		HUD Federal Funds	\$6,138	
TOTAL			\$6,138	

Is this change one-time or ongoing?

One-time

4. OTHER IMPLICATIONS

a. Does this legislation affect any departments besides the originating department?

This legislation adopts specific plans for use of Federal Funds into law. This affects the following departments: Human Services Department, Office of Housing, Office of Economic Development, Office of Immigrant and Refugee Affairs, Office of Planning and Community Development, Park Department

b. Is a public hearing required for this legislation? Yes.

c. Is publication of notice with *The Daily Journal of Commerce* and/or *The Seattle Times* required for this legislation?

Yes. Notice was published in the Daily Journal of Commerce on 3/19 for the two Substantial Amendments, and on 3/29 for the 2021 Annual Action Plan. Comments will be accepted for 30 days as required by Federal regulation.

d. Does this legislation affect a piece of property?

No

e. Please describe any perceived implication for the principles of the Race and Social Justice Initiative. Does this legislation impact vulnerable or historically disadvantaged communities? What is the Language Access plan for any communications to the public?

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 and are described in more detail in the budget chapters of each of the departments.

f. Climate Change Implications

1. Emissions: Is this legislation likely to increase or decrease carbon emissions in a material way?

No.

- 2. Resiliency: Will the action(s) proposed by this legislation increase or decrease Seattle's resiliency (or ability to adapt) to climate change in a material way? If so, explain. If it is likely to decrease resiliency in a material way, describe what will or could be done to mitigate the effects.
- g. If this legislation includes a new initiative or a major programmatic expansion: What are the specific long-term and measurable goal(s) of the program? How will this legislation help achieve the program's desired goal(s).

N/A

List attachments/exhibits below:



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: Appt 01877, Version: 1

Appointment of Afeworki T. Ghebreiyesus as member, Labor Standards Advisory Commission, for a term to April 30, 2023.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name:							
Afeworki T. Ghebreiyesus							
Board/Commission Name:			Position Title:				
Labor Standards Advisory Commission			Member, Position 3				
	City Council Co	City Council Confirmation required?					
Appointment <i>OR</i> Reappointment	∑ Yes		•				
	□ No						
Appointing Authority:	Term of Position	· *	:				
	5/1/2021)II.					
City Council	to						
Mayor	4/30/2023						
U Other:	+/ 30/ 2023						
	☐ Serving remai	ning	term of a vacant position				
Residential Neighborhood:	Zip Code:		ntact Phone No.:				
Council District 2	98144						
Background:							
Afeworki was born and raised in Asmara, Eritre	a, where he grad	duat	ted from Asmara University with a				
BS in chemistry. After spending over a decade	•						
industries, he could no longer turn away from t							
of the environment. He fled Eritrea to escape t	•						
currently coordinates an employment program	_						
workshops and curriculum around workplace s	•						
low-wage BIPOC workers, especially refugees a	_						
organizes campaigns for human rights and dem	nocracy and is als	so co	ommitted to local movements for				
immigrant and environmental justice.							
Authorizing Signature (original signature):	Appointing S	_	ntory:				
A 0 6	Jenny Durkan						
Jenny A. Durken	Mayor of Sea	ittie					
Date Signed (appointed):							
3/30/21							
-,,							



"I enjoy helping people from diverse culture and age groups to improve their quality of life".

Professional interest: community organizer, Labor, Environment, health & safety, volunteering as system administrator

Personal interest: Activism, outdoor recreation like soccer, hiking, and I enjoy travel & reading as well.

Language: English, Amharic & Tigrigna

PHONE: EMAIL:



EDUCATION/ SOFTWARE/SYSTEMS KNOWLEDGE

- B.Sc. in chemistry University of Asmara, Eritrea.
- Class of 2018/19 Obtained Certificate in Leadership at Community Leadership Institute Seattle, Washington
- Class of 1990 Completed one year of Social Studies program in Asmara University, Eritrea.

AFEWORKI T. GHEBREIYESUS

WORK EXPERIENCE

08/2001-01/2002 QA Manager Fred Hollows Intra-ocular lens LAB.

- ✓ Represented the management group during the periodic external audits for ISO 9002, EN 46002 and CE mark accreditation. Authorized to release products for primary packing, secondary packing & for sale.
- ✓ Prepared Reports conduct regular recalls, post -marketing surveillance, regular internal quality audits (IQAs), carry out preventive and corrective actions, and handle complaints.
- ✓ Developed SOPs, Quality Manual, Batch records, MSSs / ATRs for incoming raw materials, intermediate & finished products, packaging components, and product always labels & ensured their compliance. Keep training records.
- ✓ Trained and supervised quality assurance and production personnel on QC/QA protocols.

06/2005-08/2007 Assistant Manager -Asmara Pickling & Tannery (APT)

- ✓ Coordinate with insurance administrations to process claims.
- Monitored Imports & Exports proceedings, involved in developing specifications as well as in appraising suppliers, developing, supply strategies, evaluating performance and value/cost analysis.
- Performed to improve lead-time to delivery and achieve better functionality of the product, analyze current and future requirements, developing and managing supplier relationships.
- Streamlined operations and reduced annual expenses by identifying areas of unnecessary cost expenditures, including identifying unutilized resources
- ✓ Managed multiple vendor relationships & negotiated pricing

10/2007 to 07/2009

HSEQ & SD Advisor with **Total**, **Eritrea**

- Managed Safety policy of the affiliate in line with rules and regulations as stipulated in corporate guidelines, ensuring compliance with both group and local rules as related to HSEQ.
- ✓ Managed Safety activities of 5 depots, 40 service stations, 35 general trade sites, and warehouse.
- ✓ Monitored road safety of issues of all staff and more than 40 truck drivers driving on the average 20,000 kms/month.
- Represented the management during external audits of the subsidiary.

As Environmental and Sustainable Development Manager of the subsidiary,

- Monitored environmental pollution in the logistical facilities and Conduct self-evaluation of sites on the Environment and, Carbon emissions, used oils, & all type of wastes from our activities.
- ✓ Administered oil interceptors and developed oil spill contingency plan and Marine Emergency response plans
- ✓ Managed corporate Environmental performance data report requirements and produce a verifiable data available on accidental Hydrocarbon spills, remediation works, Green House Gas emissions, Non-CH4 VOC to meet the regulatory requirements.
- Deployed gap closure plans/measures to address the identified environmental gaps.
- ✓ Implemented SD initiatives (health, road safety, education & training, community awareness, malaria program, avian flu, H 1 N1 & other diseases outbreaks) in the subsidiary

- LIMS (Lab information management system)
- Arizona State University Online class (Chemical Engineering /Data Security)
- Self-Directed Learning Creative Live | 200 hours

Volunteer

- System Administrator & Digital Literacy trainer | 300 hours
- Boards & Commissions
- Seattle Democracy Voucher Program Advisory Board (SEEC)
- Metro Advisory Board

SKILLS/TRAINING

- -ISSSRS (Safety Management System)
- -AAS method of analysis
- -PC application & trouble-shooting
- IOLs & QA Management
- Customer service & Market research
- Language access training API Chaya
- 4 years high school teaching experience

REFEREES

Ramiro Benitez

Gizachew Manhal

Adam Taylor

Yodit Teklemariam

Lucy Simko

August 2009-Mar, 2010 OSHA-Manager

Nevsusn / Bisha Mining

- Develop/review SOPs in compliance with statutory legislation, the Company's Health & Safety Policy, OHSAS 18001/2007, and ISO 14001/2004 standards to prevent accidents to personnel, property, and & damage to the environment.
- ✓ Coordinate emergency drills & implementation of Health and Safety Management System
- ✓ Prepare reports chair meetings and communicate and update on diseases outbreaks/ Safety issues.
- ✓ Enforce deployment of MSDS in the place of use & disseminate Health and Safety materials suitable for toolbox topics.

Dec 12, 2011 - June 2016 Employment Specialist, REWA, Seattle, WA

- Conduct comprehensive assessment and General intake with clients to identify their training & other needs
- Help families navigate complex systems, provide language and cultural support, assist families access resources, information, and services.
- Network and develop positive partnering relationships with other agencies' staff.
- Work with other program staff and Program coordinators to monitor, evaluate and improve program performance to meet client needs most effectively.
- Maintain an accurate & up-to-date file
- Work on clients' barriers to becoming employable and selfsufficient.
- Assist client access education and employment opportunities
- Provide job placement support, coaching refugee clients in process to seek and obtain employment.
- Guide clients through hiring and job orientation process

June 2016 up to Present

Program Coordinator, REWA, WA

- Assist in the development of short- and long-term plans for three big programs, monitor progress, assure adherence, and evaluate performance
- Empower & Support staff (organizing workshops, case note management, MCR and QSR...)
- Develop yearly outreach plan & lead weekly meetings
- Supervise line staff by articulating expectations, displaying model behavior, maintaining open lines of communication and being clear about roles and relationships
- Organize training seminars
- Communicating with a wide range of people from various cultural and socio-economic backgrounds,
- Train new hires & assist other programs: prime program, ...

August 2020 up to Present Trainer

Volunteer, System Admin & Digital Literacy Debes Eritrea Org, Seattle, WA

 Train community members to gain hands-on skills in accessing information and communicating on a variety of digital platforms during the pandemic.

Labor Standards Advisory Commission

15 Members: Pursuant to Ord. 124643, all members subject to City Council confirmation, 2-year terms:

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

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
	F	2	1.	Commissioner	Elizabeth Ford	5/1/19	4/30/21	2	Mayor
			2.	Commissioner	Alexis Rodich	5/1/20	4/30/22	1	Mayor
2	М	2	3.	Commissioner	Afeworki T. Ghebreiyesus	5/1/21	4/30/23	1	Mayor
			4.	Commissioner	Annie Wise	5/1/20	4/30/22	1	Mayor
6	F	7	5.	Commissioner	Tracy Taylor	5/1/21	4/30/23	1	Mayor
6	М		6.	Commissioner	Andrew Beane	5/1/20	4/30/22	2	Mayor
			7.	Commissioner	Diana Ochoa	5/1/21	4/30/23	1	Mayor
			8.	Commissioner	Artie Nosrati	5/1/20	4/30/22	2	City Council
			9.	Commissioner	Will Pittz	5/1/19	4/30/21	1	City Council
6	F	1	10.	Commissioner	Samantha Grad	5/1/20	4/30/22	2	City Council
			11.	Commissioner	Gay Gilmore	5/1/19	4/30/21	1	City Council
6	F	NA	12.	Commissioner	Ilona Lohrey	5/1/20	4/30/22	1	City Council
6	F	2	13.	Commissioner	Marilyn P. Watkins	5/1/19	4/30/21	1	City Council
1	F	3	14.	Commissioner	Jeanie Chunn	5/1/20	4/30/22	1	City Council
1	М	2	15.	Commissioner	Joel Shapiro	5/1/21	04/30/23	1	Commission

SELF-	-IDEN	rified [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	2	2				1				2			
Council		4			1					3			
Other					1								
Total	2	6			2	1				5			

Key:

Diversity information is self-identified and is voluntary.

^{*}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



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: Appt 01878, Version: 1

Appointment of Diana Ochoa as member, Labor Standards Advisory Commission, for a term to April 30, 2023.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name:							
Diana Ochoa							
Board/Commission Name:		Position Title:					
Labor Standards Advisory Commission	Member, Position 7						
	City Council	onfirmation req	uired?				
Appointment <i>OR</i> Reappointment	Yes No						
Appointing Authority:	Term of Posi	on: *					
City Council	5/1/2021						
Mayor	to						
Other:	4/30/2023						
		ining term of a vo	,				
Residential Neighborhood:	Zip Code: 98204	Contact Phone	e No.:				
NA Background:	30404	.23.007.07.03					
salario, esto me motivo a aprender acerca de mis d Mujeres Sin Fronteras, empecé como voluntaria, d derechos laborales. Actualmente estoy muy feliz de del programa de Derechos Laborales y poder ayuda en este país.	espués como fa e poder estar sii	litadora del progr iendo a mi comu	rama y promotora de nidad como organizadora				
My name is Paola Ochoa, I was born in Sonora Mexico. I emigrated with my family to Washington state in 2007. As an emigrant I have faced big challenges upon arriving in this country. I experienced labor abuse and wage theft. This motivated me to want to learn more about my rights. I encountered Casa Latina through the Mujeres Sin Fronteras program. Later I started as a volunteer and then as a facilitator of the program. A time later I started as a workers rights promoter. I'm currently very happy working and being able to serve my community as a workers rights organizer in the workers rights program of Casa Latina. Now I can help other people, people who like me once thought that the rights did not exist.							
Authorizing Signature (original signature):	Appointing	Signatory:					
Jenny A. Durken	Jenny Durk Mayor of S						
Date Signed (appointed): 3/30/21							

DIANA OCHOA

EXPERIENCE

FEB. 2019 / PRESENT

WORKERS RIGHTS ORGANIZER, CASA LATINA

The Worker Rights Program Organizer coordinates and implements outreach and educational activities on worker rights to low-wage, immigrant workers, as well as co-facilitates the Worker Defense Committee to support workers to recover unpaid wages.

SEP. 2016 - DEC. 2018

SAFETY OFFICER, AMERICA FIRST ROOFING INC.

Inspect machines, equipment, working conditions and public places to ensure compliance with government and industry standards and regulations, in relation to occupational health and safety.

EDUCATION

JUL. 2006

HIGH SCHOOL DIPLOMA, CONALEP SONORA MX.

General studies.

SKILLS

- Outreach & communication to the community
- Meeting facilitator

- Developing Spanish material
- Fluent Spanish conversational English

Labor Standards Advisory Commission

15 Members: Pursuant to Ord. 124643, all members subject to City Council confirmation, 2-year terms:

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

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
	F	2	1.	Commissioner	Elizabeth Ford	5/1/19	4/30/21	2	Mayor
			2.	Commissioner	Alexis Rodich	5/1/20	4/30/22	1	Mayor
2	М	2	3.	Commissioner	Afeworki T. Ghebreiyesus	5/1/21	4/30/23	1	Mayor
			4.	Commissioner	Annie Wise	5/1/20	4/30/22	1	Mayor
6	F	7	5.	Commissioner	Tracy Taylor	5/1/21	4/30/23	1	Mayor
6	М		6.	Commissioner	Andrew Beane	5/1/20	4/30/22	2	Mayor
			7.	Commissioner	Diana Ochoa	5/1/21	4/30/23	1	Mayor
			8.	Commissioner	Artie Nosrati	5/1/20	4/30/22	2	City Council
			9.	Commissioner	Will Pittz	5/1/19	4/30/21	1	City Council
6	F	1	10.	Commissioner	Samantha Grad	5/1/20	4/30/22	2	City Council
			11.	Commissioner	Gay Gilmore	5/1/19	4/30/21	1	City Council
6	F	NA	12.	Commissioner	Ilona Lohrey	5/1/20	4/30/22	1	City Council
6	F	2	13.	Commissioner	Marilyn P. Watkins	5/1/19	4/30/21	1	City Council
1	F	3	14.	Commissioner	Jeanie Chunn	5/1/20	4/30/22	1	City Council
1	М	2	15.	Commissioner	Joel Shapiro	5/1/21	04/30/23	1	Commission

SELF-	-IDEN	rified [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	2	2				1				2			
Council		4			1					3			
Other					1								
Total	2	6			2	1				5			

Key:

Diversity information is self-identified and is voluntary.

^{*}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



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: Appt 01879, Version: 1

Appointment of Alexis Rodich as member, Labor Standards Advisory Commission, for a term to April 30, 2022.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: Alexis Rodich						
Board/Commission Name: Labor Standards Advisory Commission		Position Title: Member, Position 2				
Appointment OR Reappointment	City Council Cor Yes No					
Appointing Authority: City Council Mayor Other:	Term of Positio 5/1/2020 to 4/30/2022 ■ Serving remain	n: * ning term of a vacant position				
Residential Neighborhood: Council District 7		Contact Phone No.:				
Background: Alexis Rodich is the Director of Research and Police Local 775, the caregivers' union representing montana. Alexis and her team have developed discrimination toward caregivers, fight discriminand raise standards for domestic workers and grown the Kogod School of Business at American served in various roles at SEIU's headquarters in	nore than 45,000 I bold policy to ac natory barriers to gig workers in the I University and p	workers in Washington State and ddress harassment, abuse, and o entering the home care profession, e city of Seattle. Alexis holds an MBA prior to joining SEIU 775 in 2017,				
Authorizing Signature (original signature): Jenny A. Durken Date Signed (appointed): 3/30/21	Appointing Si Jenny Durkan Mayor of Seat					

Alexis Rodich

Seattle, WA

PROFESSIONAL EXPERIENCE

Research & Policy Director

2017 - Present

SEIU 775

 Lead SEIU 775's research and policy team, continuing the local's long tradition of building power for caregivers and other low-wage workers through bold policy and innovative models of worker organizing

Digital and Business Strategy Consulting

2015 - 2016

Consulting practice focused on digital and business strategy in the music industry and political arena. Projects include:

Indivisible (National)

- Implemented non-profit financial operations; created and managed \$2,000,000 master and operating budgets
- Identified non-profit fiscal sponsor; negotiated 501c4 and 501c3 fiscal sponsorship agreements
- · Developed organization wide data strategy and implementation plan

ZZK Records & Films

- · Developed worldwide album release and tour marketing campaigns in English, Spanish, and French
- · Implemented PR and business development CRM system; oversaw all email marketing communication
- · Created business plan, label launch strategy, and release campaigns for new imprint AYA Records

Director of Tour Marketing

2013 -- 2014

AM Only / Paradigm Talent Agency

- Established scalable, data-informed marketing infrastructure to drive ticket sales for >5000 annual events
- Negotiated and oversaw the allocation of >\$1,000,000 in tour marketing and ad spends
- · Established agency wide ticket data standardization, utilization, and reporting strategy

Founding Team Member & Director of Artist Services

2009 -- 2013

Bandsintown

- · Lead Artist Platform launch and growth strategy, resulting in product adoption by more than 150,000 touring artists
- · Oversaw 3-5 person team responsible for marketing, support, community management, and business development
- Served as spokesperson in publications and at industry conferences and events

Various, Research Department & Exec. office

2004 -- 2008

Service Employees International Union (SEIU)

- Conducted policy, industry, and market specific research in support of organizing and bargaining strategy
- Managed research associates and analysts, responsible for hiring and day-to-day management
- · Conducted capital market research including financial statement analysis, analysis of corporate structure, and power mapping

EDUCATION

MBA (Finance)

Kogod School of Business American University

BA (International Economics)

School of International Studies American University

TECHNICAL COMPETENCIES

- Analytics: Statistics, SQL*, Python*, Tableau, advanced Excel
- Email List & CRM: Mailchimp, Sendgrid, Highrise
- Web Dev: basic HTML, basic CSS, Adobe Photoshop
- Research: Financial analysis, FOIA, EDGAR,

Labor Standards Advisory Commission

15 Members: Pursuant to Ord. 124643, all members subject to City Council confirmation, 2-year terms:

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

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
	F	2	1.	Commissioner	Elizabeth Ford	5/1/19	4/30/21	2	Mayor
			2.	Commissioner	Alexis Rodich	5/1/20	4/30/22	1	Mayor
2	М	2	3.	Commissioner	Afeworki T. Ghebreiyesus	5/1/21	4/30/23	1	Mayor
			4.	Commissioner	Annie Wise	5/1/20	4/30/22	1	Mayor
6	F	7	5.	Commissioner	Tracy Taylor	5/1/21	4/30/23	1	Mayor
6	М		6.	Commissioner	Andrew Beane	5/1/20	4/30/22	2	Mayor
			7.	Commissioner	Diana Ochoa	5/1/21	4/30/23	1	Mayor
			8.	Commissioner	Artie Nosrati	5/1/20	4/30/22	2	City Council
			9.	Commissioner	Will Pittz	5/1/19	4/30/21	1	City Council
6	F	1	10.	Commissioner	Samantha Grad	5/1/20	4/30/22	2	City Council
			11.	Commissioner	Gay Gilmore	5/1/19	4/30/21	1	City Council
6	F	NA	12.	Commissioner	Ilona Lohrey	5/1/20	4/30/22	1	City Council
6	F	2	13.	Commissioner	Marilyn P. Watkins	5/1/19	4/30/21	1	City Council
1	F	3	14.	Commissioner	Jeanie Chunn	5/1/20	4/30/22	1	City Council
1	М	2	15.	Commissioner	Joel Shapiro	5/1/21	04/30/23	1	Commission

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	2	2				1				2			
Council		4			1					3			
Other					1								
Total	2	6			2	1				5			

Key:

Diversity information is self-identified and is voluntary.

^{*}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



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: Appt 01880, Version: 1

Appointment of Tracy Taylor as member, Labor Standards Advisory Commission, for a term to April 30, 2023.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name:										
Tracy Taylor	Tracy Taylor									
Board/Commission Name:			Position Title:							
Labor Standards Advisory Commission			Member, Position 5							
<u> </u>	City Council Co	City Council Confirmation required?								
Appointment <i>OR</i> Reappointment	X Yes		•							
	No									
Annaiuting Authoritus	Term of Position	*								
Appointing Authority:		on: ·								
City Council	5/1/2021 to									
Mayor Mayor	4/30/2023									
Other:	4/30/2023									
	□ Sarvina ramai	inina	term of a vacant position							
Residential Neighborhood:	Zip Code:		tact Phone No.:							
Council District 7	98117	COII	tace i none ivo							
Background:	33221									
My name is Tracy Taylor. I am the General Mar	nager of Elliott Ba	ay Bo	ook Company, Additionally, I							
opened a woman and queer owned newstand	_	•								
. I've done extensive volunteer work within the		_								
Development Council, the Capitol Hill Chamber										
currently as Co-Chair on the Small Business Adv	visory Council. I'v	ve se	een both the positive impact of							
many of Seattle's progressive labor ordinances	as well as uninto	ende	ed negative effects on small							
businesses throughout the city over the last tel	n years.									
Authorizing Signature (original signature):	Appointing S	igna	tory:							
	Jenny Durkan	_	•							
	Mayor of Sea									
Canal 4. Durken										
Jenny A. Durken										
0										
Date Signed (appointed):										
3/30/21										
	1									

Tracy Taylor



Big Little News- Seattle, WA. Co-Owner

2021

Retail- Magazines, Beverages, Sundries,

Elliott Bay Book Company, Seattle, WA-General Manager

1990- Present

Oversee all aspects of store operations: inventory management, hiring, human resources, training, merchandising, policy development, professional development, vendor relations, advertising, team building, community and customer relations, IT and benefits.

Balancing a relationship between the community and neighborhood while creating a place for literacy, knowledge and the pursuit of ideas that reflect our customers and our community.

Adapting to new ideas while retaining the unique qualities of our brick and mortar business in the face of economic and social changes within our city and industry.

Maintainied a smooth transition with staff and store stability during three ownerships.

Seattle Public Schools-Educator 1990

Substitute Teacher-all grade levels, all schools, and multiple disciplines.

Tattered Cover Bookstore, Denver, Co. - Bookseller 1987-1990

Customer Service, sales, purchasing,

Assisted in supervising, training and scheduling over 75 staff.

United States Peace Corps, Lessos, Kenya- Educator 1984-1987

Rural Secondary School English Teacher-prepared students for the O Level exams.

Built and stocked a community library.

Trained in cultural sensitivity, social norms., Kiswahili language.

Boards and Associations

Mayor's Small Business Advisory Council, Seattle, WA.-Co-Chair

Capitol Hill Chamber of Commerce- Executive Committee, Seattle, WA. 2013-2019

· Recipient of 2018 Spirit of the Hill Award

American Booksellers Association-Advisory Council 2013-2016

Pacific Northwest Booksellers Association - President 1994-2000

Pioneer Square Economic Development Committee, Seattle, WA 1995-1998

Labor Standards Advisory Commission

15 Members: Pursuant to Ord. 124643, all members subject to City Council confirmation, 2-year terms:

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

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
	F	2	1.	Commissioner	Elizabeth Ford	5/1/19	4/30/21	2	Mayor
			2.	Commissioner	Alexis Rodich	5/1/20	4/30/22	1	Mayor
2	М	2	3.	Commissioner	Afeworki T. Ghebreiyesus	5/1/21	4/30/23	1	Mayor
			4.	Commissioner	Annie Wise	5/1/20	4/30/22	1	Mayor
6	F	7	5.	Commissioner	Tracy Taylor	5/1/21	4/30/23	1	Mayor
6	М		6.	Commissioner	Andrew Beane	5/1/20	4/30/22	2	Mayor
			7.	Commissioner	Diana Ochoa	5/1/21	4/30/23	1	Mayor
			8.	Commissioner	Artie Nosrati	5/1/20	4/30/22	2	City Council
			9.	Commissioner	Will Pittz	5/1/19	4/30/21	1	City Council
6	F	1	10.	Commissioner	Samantha Grad	5/1/20	4/30/22	2	City Council
			11.	Commissioner	Gay Gilmore	5/1/19	4/30/21	1	City Council
6	F	NA	12.	Commissioner	Ilona Lohrey	5/1/20	4/30/22	1	City Council
6	F	2	13.	Commissioner	Marilyn P. Watkins	5/1/19	4/30/21	1	City Council
1	F	3	14.	Commissioner	Jeanie Chunn	5/1/20	4/30/22	1	City Council
1	М	2	15.	Commissioner	Joel Shapiro	5/1/21	04/30/23	1	Commission

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	2	2				1				2			
Council		4			1					3			
Other					1								
Total	2	6			2	1				5			

Key:

Diversity information is self-identified and is voluntary.

^{*}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



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: Appt 01881, Version: 1

Appointment of Annie Wise as member, Labor Standards Advisory Commission, for a term to April 30, 2022.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name:						
Annie Wise						
Board/Commission Name:		Position Title:				
Labor Standards Advisory Commission			Member, Position 4			
	City Council Co	nfir	mation required?			
Appointment OR Reappointment						
	☐ No					
Appointing Authority:	Term of Position	n: *	k			
City Council	5/1/2020					
Mayor	to					
Other:	4/30/2022					
	M Coming reposit		a tours of a versual and ities			
Residential Neighborhood:	☑ Serving remaining term of a vacant position ☐ Contact Phone No.:					
Riverton-Boulevard Park	98168	COI	itact Phone No			
Background:	30100					
Annie Wise is the Operations Director at the M	artin Luther King	. Co	unty Labor Council, a nonprofit			
organization that has advocated for improving	_	, , , , , , , , , , , , , , , , , , , ,				
years. She has helped to enact and defend pro-		3				
office, and build power for local unions. She is	•		·			
with her husband and pug.						
Authorizing Signature (original signature):	Appointing S	igna	atory:			
\mathcal{L}	Jenny Durkan					
Jenny A. Durken	Mayor of Sea	ttle				
Jan J						
Date Signed (appointed):						
3/30/21						

ANNIE WISE



EXPERIENCE

MLK Labor, Seattle, WA - Operations Director

JULY 2017 - PRESENT

- -Bank reconciliations, deposit preparation, all facets of payroll including union dues, 401k, retirement, and health benefit administration.
- -Administration of per capita database, ensuring that payments received are allocated to the appropriate unions.
- -Managing multiple bank accounts and CDs.
- -Executing accounts payable functions with approximately \$750k in annual revenue.
- -Reporting to trustees and AFL-CIO on quarterly financials.
- -Writing and submitting annual budgets between \$650 \$900k.
- -Executive assistant/ scheduling for Executive Secretary Treasurer.
- -Planning and management of fundraising efforts, including an awards presentation for 150+ attendees, with 76 sponsors, raising over \$160k.

Hotel Sorrento, Seattle, WA - Group Sales Manager

MARCH 2012 - JULY 2017

- -Representing the hotel in soliciting and booking overnight accommodations for corporate/social groups and touring bands.
- -Handling all aspects of contract negotiation.
- -Administrating CRM software.
- -Preparing and delivering sales productivity reports.
- -Managing Daily Variance Report: accrual of revenue from hotel outlets.
- -Initiating and approving deposits and travel agent commissions.
- -Providing administrative support for two directors.

Edgewater Hotel, Seattle, WA - Front Desk Agent

NOVEMBER 2010 - MARCH 2012

- -Administrative support for hotel operations.
- -Billing administration, currency exchange, cash handling.
- -Managing hotel switchboard.
- -Maintaining a working knowledge of all departments.

SKILLS

Bookkeeping

Budget Writing

Reporting

Contract Administration

Logistics

Scheduling

Office Management

Event Planning

Executive Assistance

Strategic Planning

SYSTEMS

Microsoft Office Suite

Quickbooks Pro

Adobe Creative Cloud

LaborKey

Zoom

Google Drive

PROJECTS

MLK Labor Ombud Program — Staff Liaison

Staffing and assisting the volunteer ombud program in accordance with the national AFL-CIO. The ombud investigates and makes recommendations for complaints regarding conduct violations of the MLK Labor Code of Conduct and the AFL-CIO Anti-Harassment and Anti-Discrimination Policy.

EDUCATION

Bennington College

Bennington, VT

BACHELOR OF ARTS, 2008

Labor Standards Advisory Commission

15 Members: Pursuant to Ord. 124643, all members subject to City Council confirmation, 2-year terms:

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

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
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			4.	Commissioner	Annie Wise	5/1/20	4/30/22	1	Mayor
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6	М		6.	Commissioner	Andrew Beane	5/1/20	4/30/22	2	Mayor
			7.	Commissioner	Diana Ochoa	5/1/21	4/30/23	1	Mayor
			8.	Commissioner	Artie Nosrati	5/1/20	4/30/22	2	City Council
			9.	Commissioner	Will Pittz	5/1/19	4/30/21	1	City Council
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			11.	Commissioner	Gay Gilmore	5/1/19	4/30/21	1	City Council
6	F	NA	12.	Commissioner	Ilona Lohrey	5/1/20	4/30/22	1	City Council
6	F	2	13.	Commissioner	Marilyn P. Watkins	5/1/19	4/30/21	1	City Council
1	F	3	14.	Commissioner	Jeanie Chunn	5/1/20	4/30/22	1	City Council
1	М	2	15.	Commissioner	Joel Shapiro	5/1/21	04/30/23	1	Commission

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	2	2				1				2			
Council		4			1					3			
Other					1								
Total	2	6			2	1				5			

Key:

Diversity information is self-identified and is voluntary.

^{*}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



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: Appt 01882, Version: 1

Reappointment of Emily Dills as member, Domestic Workers Standards Board, for a term to February 28, 2024.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: Emily Dills					
Board/Commission Name:			Position Title:		
Domestic Workers Standards Board			Member		
Domestic Workers Standards Board					
	City Council	Confir	mation required?		
Appointment OR Reappointment	Yes				
	∏ No				
Appointing Authority:	Term of Pos	ition: '	*		
	3/1/2021				
City Council	to				
Mayor	2/28/2024				
Other: Fill in appointing authority	2,20,2021				
	\Box Serving remaining term of a vacant position				
Residential Neighborhood:	Zip Code: Contact Phone No.:				
Snohomish	98296				
Poekaround					
Background:					
Foundar of ampleyment company (1007 surren	the conduit for	omnlos	var compliance through advication		
Founder of employment company (1997-current					
and outreach; advocate for worker fair wages, b	penefits, and h	ealthy	working conditions (business		
and outreach; advocate for worker fair wages, b awards include US Bank/BBB Excellence in Servi	penefits, and h ce). Former do	ealthy mestic	working conditions (business employee in the private home of		
and outreach; advocate for worker fair wages, b awards include US Bank/BBB Excellence in Servi local families. Current participant: WA State Col	penefits, and h ce). Former do laborative Tas	ealthy mestic k Force	working conditions (business employee in the private home of		
and outreach; advocate for worker fair wages, b awards include US Bank/BBB Excellence in Servi	penefits, and hoce). Former do laborative Tas	ealthy mestic k Force Signate	working conditions (business employee in the private home of		
and outreach; advocate for worker fair wages, k awards include US Bank/BBB Excellence in Servi local families. Current participant: WA State Col Authorizing Signature (original signature):	penefits, and hoce). Former do laborative Tas Appointing S Teresa Moso	ealthy mestic k Force Signate	working conditions (business employee in the private home of e.		
and outreach; advocate for worker fair wages, k awards include US Bank/BBB Excellence in Servi local families. Current participant: WA State Col Authorizing Signature (original signature):	penefits, and hoce). Former do laborative Tas Appointing S Teresa Moso	ealthy mestic k Force Signate	working conditions (business employee in the private home of		
and outreach; advocate for worker fair wages, b awards include US Bank/BBB Excellence in Servi local families. Current participant: WA State Col	penefits, and hoce). Former do laborative Tas Appointing S Teresa Moso	ealthy mestic k Force Signate	working conditions (business employee in the private home of e.		
and outreach; advocate for worker fair wages, be awards include US Bank/BBB Excellence in Service local families. Current participant: WA State Cole Authorizing Signature (original signature):	penefits, and hoce). Former do laborative Tas Appointing S Teresa Moso	ealthy mestic k Force Signate	working conditions (business employee in the private home of e.		
and outreach; advocate for worker fair wages, k awards include US Bank/BBB Excellence in Servi local families. Current participant: WA State Col Authorizing Signature (original signature):	penefits, and hoce). Former do laborative Tas Appointing S Teresa Moso	ealthy mestic k Force Signate	working conditions (business employee in the private home of e.		

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

Emily Dills

Professional Experience

Seattle Nanny Network, Inc.

November 1997- current

Founder

- Guided growth of company from one employee to twenty-five office and field staff
- Achieved thousands of successful client-employee placements and act as resource referral for questions around HR, conflict resolution, mediation & employee retention
- Manage overall operations of company and authorize all major corporate decisions
- Main point of contact for media relations
- Track industry market standards
- Interview, hire and manage staff
- Review and approve expenses for company forecasting and budgetary purposes
- Managing marketing and branding efforts
- Key corporate account development (Seattle Children's Hospital Research Institute launched 2016. Perkins Coie LLP launched 2004)
- Expanded services through emerging market concepts (partnership with PogoRides.com driver app for parent carpools launched May 2017)

Dependent Professional Drivers, LLC

July 2016-2018

Founder of DPD, LLC and partnership to start up POGO Rides

- Sourced, trained, managed team of professionally trained drivers for children
- Assisted in R&D for emerging child rides business model and developing app

CARE.com

August 2017-Current

Care@Work

Partnership

- Expanding local market for world's largest online marketplace for care
- Fill on demand child care requests for corporate partners (Amazon, Google, Tesla, Starbucks, BestBuy, Facebook, Oracle, Seattle Children's Hospital)
- Source, train, manage, employ team of qualified caregivers to meet growing demand

Bright Horizons USA

November 2015-August 2017

Backup Care Advantage Program (BUCA)

Partnership

- Filled on demand child care requests for corporate partners (Microsoft, Bill & Melinda Gates Foundation, T-Mobile)
- Sourced, trained, employed and managed team of qualified caregivers

Executive Domestic

November 1999-2010

Founder

- Placement of housekeepers, estate managers, personal chefs and personal assistants
- Managing overall operations of company and making major corporate decisions
- Merged operations with SNN, Inc as market retreated post downturn

Awards and Recognition

- Parent Map Magazine "Best of" Golden Teddy Awards Winner 2015, 2017, 2018 and Finalist 2011, 2012, 2013, 2014
- Red Tricycle Totally Awesome Awards Finalist 2011, 2012, 2013, 2014, 2015, 2016
- Best of CitySearch 2006 and 2007
- Seattle's Child Magazine Article "Paying In Home Caregivers on the Books" 1997
- Editorial interviews include Forbes.com, MSNBC.com, Seattle Magazine, Seattle Times/PI, 425 Business Magazine, Kirkland Courier, Cookie Lifestyle Magazine

- Guest speaking engagements include Kirkland Chamber of Commerce Women in Business at Bellevue Community College, Program for Early Learning Support (PEPS) seminar for Choices in Child Care, Mother Attorneys Mentoring Association, American Immigration Lawyers Association, Seattle Channel Inside Out
- Hand in Hand domestic employer organization member and guest to their 2020 convention, Las Vegas
- NDWA invited by Hand in Hand and NDWA to attend Federal DWBOR in WA DC, 2019

Community service/volunteer work

- Domestic Workers Standards Board, member 2020-current
- Lakeside School Parent Guardian Association class representative 2020-current
- Campaign fundraising for Congressional Candidate Kristine Reeves 2020
- School fundraising: Woodinville Montessori School auction chair, increased contributions by 125% over previous year, 2018
- Weekly classroom volunteer Bear Creek Elementary Literacy class, 1st grade 2018
- Bi-monthly participant *Childcare Collaborative Task Force for Washington State*, established by former Rep. Kristine Reeves 2018- current

Education

University of Hawaii, General Studies North Seattle Community College, General Studies University of Washington, Political Science DIS Study Abroad in Scandinavia (Academic Year)

References

Suzi Levine, Principal Deputy Assistant Secretary, Employment & Training Administration at U.S. Dept of Labor suzid@hotmail.com

Tahmina Watson, Attorney, activist, author and founding member of local chapter of American Immigrant Law Association (AILA) tahmina@watsonimmigrationlaw.com

Domestic Workers Standards Board

9 Members: Pursuant to CB 119286, all members subject to City Council confirmation, positions 1, 3, 5 and 7 to 2-year terms, positions 2, 4, 6, 8 and 9 to 3-year terms; all subsequent terms shall be 3-years.

- 6 City Council-appointed
- 6 Mayor-appointed
- 1 Other Appointing Authority: Board

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
3	F	NA	1.	Member	Silvia Gonzalez	3/1/21	2/28/24	2	Mayor
U	F	2	2.	Member	Lani Todd	3/1/19	2/28/22	1	Mayor
U	F	6	3.	Member	Liz Hunter	3/1/21	2/28/24	2	Mayor
U	F	2	4.	Member	Teresa Hills	3/1/19	2/28/22	1	Mayor
3	F	5	5.	Member	Edilka Dominguez	3/1/21	2/28/24	1	City Council
			6	Member	Marie Rosembert	3/1/21	2/28/24	1	City Council
6	F	NA	7.	Member	Emily Dills	3/1/21	2/28/24	2	City Council
6	F	3	8.	Member	Dana Barnett	3/1/19	2/28/22	1	City Council
			9.	Member	Vacant	3/1/19	2/28/22	1	Board
6	М	U	10.	Member	Jordan Goldwarg	3/1/20	2/28/22	1	Mayor
U	F	NA	11.	Member	Etelbina Hauser	3/1/20	2/28/22	1	Mayor
			12.	Member	Vacant	3/1/20	2/28/23	1	City Council
6	F	5	13.	Member	Baylie Freeman	3/1/20	2/28/23	1	City Council

SELF-	IDENT	TIFIED [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													
Council													
Other													
Total													

Key:

Diversity information is self-identified and is voluntary.

^{*}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



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: Appt 01883, Version: 1

Appointment of Edilka Dominguez as member, Domestic Workers Standards Board, for a term to February 28, 2024.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: Edilka Dominguez							
Board/Commission Name: Position Title:							
Domestic Workers Standards Board				Member			
		Council Con	firmat	tion required?			
oxtimesAppointment <i>OR</i> $oxtimes$ Reappointme	nt						
		□ No					
Appointing Authority:	Date A	Appointed:	Term	of Position: *			
☑ Council	4/28/	2021	Term	begin: 03/1/21.			
☐ Mayor			to	2 / 02 /0 /24			
☐ Other: Fill in appointing authority			ierm	end: 02/8/24.			
			☐ Serving remaining term of a vacant posit				
Residential Neighborhood:	Zip Co	ode: Coi		ontact Phone No.:			
Ravenna, Seattle	98115	5	Business phone # - NOT personal phone #				
Background: More than 15 years working on early childhood education Preschool teacher Nanny (currently working) Sales/ e-commerce							
Authorizing Signature (original signature	e):	Appointing Signatory:					
AM negueda		Teresa Mo	Teresa Mosqueda				
(III) WALLES		Seattle City Councilmember- Citywide					

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

Edilka Dominguez



I am writing to express my interest in this position available in the Domestic Workers Standards Board. As a dedicated professional with more than 10 years of experience in diverse fields; nanny, teacher, assistance, e-commerce sales. I am confident that I can provide excellent support in this role.

Professional Profile

Education

- Associates in business and logistics 2008-2011
- Bachelor in education 2008- 2011
- experience providing care in early childhood education
- Preschool teacher
- CPR, AED and First Aid certification all up to date
- Logistic certification
- Administrator of a family business.
- Strong communication skills
- Fluent in Spanish as a native language
- Trained in redirection and positive discipline.
- Enrichment in continuing education, cultures, art, yoga, nutrition.

2008-2011.

Administrator of the family business

- Provide customer services
- Microsoft office
- Time management
- Analysis
- Inventory and suppliers control
- Good communication and written skills.
- Sale control report for bookkeeping.

Preschool and elementary students in Panama:

- Planned weekly curriculums for every class
- Taught student lessons through interactive activities
- Organize activities and explore creativity of the children

Communicate and involve families with the progress

-

2012 - 1018.

AuPair / Nanny - Nicolis, Rice and Patiño families.

- Provided daily care for the children
- Plan activities and games addressing milestones of children age
- Planning and reporting outdoor activities; hiking, walking, climbing, swimming, exploring, etc.
- Assist the children teaching them to organize their room, and toys around the house.
- Early childhood education without stress: reading, math, emotion awareness, motor skills.
- Prepared baby food and healthy recipes for the children
- Play with the children
- Educate the children with fun games
- Driving the children to activities
- Light shopping with children
- Provide weekly classes schedule to parents
- Cooking for fun, introducing new foods to the children with a balance of nutrition.

Preschool teacher 2018

- Set up the activities in the morning
- Engage children to play with peers, to iníciate social contact and play in groups
- Help to maintain the safety and comfortable environment around the children,
- Adapt to daily routines and different needs
- Help to plan curriculum activities
- Help the children to identify emotions to control impulses and learn stress reduction.
- Organize children to go outside
- Supervise the children's safety when they are outside the school, in the library, park or field.
- Provide age appropriate discipline
- Encourage problem solving
- Observe and communicate behavior of the children
- Help the kids to clean up after playtime

2019 -2021.

Nanny Share - Bianamara, and Lins families.

- Provided daily care for the children
- Plan activities and games addressing milestones of children age
- Planning and reporting outdoor activities; hiking, walking, climbing, swimming, exploring, etc.
- Promote bilingual language skills through reading, story telling, and playing.
- Problem solving between parents' busy schedules, and kids' routines.
- Assist the children teaching them to organize their room, and toys around the house.
- Assist teaching/couching the parents on how to teach, and guide their kids.

- Mindful management for kids learning about their emotions
- Early childhood education without stress: reading, math, emotion awareness, motor skills.
- Prepared baby food and healthy recipes for the children
- Play with the children
- Educate the children with fun games
- Driving the children to activities
- Light shopping; groceries, art, craft material, developmental tools and toys (before covid19- now we do it online)
- Provide weekly classes schedule to parents
- Cooking for fun, introducing new foods to the children with a balance of nutrition.

E- commerce experience.

- Data analylis and collection
- Development of products
- Communication skills in negotiation with suppliers, shipment contractors and online platforms.
- Advertising in social media
- Customer service skills is a really important step. Because reviews can bring harsh to the business.

Asistent of real estate

- analyze market trend to dertermine competitive location market.
- Schedule appoiment time for clients to view
- Organizing paperwork
- Ability to interact with customers form diverse cultures and background.
- Selling the agent information in spanish.
- Organize and attention to details.

Volunteering

- Working Washington's, work center;

Motivated and Active volunteer in Nanny collective, as a creative, innovative strategist, and a voice for community for advocacy of the industry.

Outreachment for domestic workers to invite them to be part of the community, and to know their rights. Sharing my experience as a domestic worker, and member of the community.

- Art and Craft elementary school West Seattle, WA
- World activity in Mall America MN
- Earth day, WA
- Green Peace since 2012

Kinds Regards,



Domestic Workers Standards Board

9 Members: Pursuant to CB 119286, all members subject to City Council confirmation, positions 1, 3, 5 and 7 to 2-year terms, positions 2, 4, 6, 8 and 9 to 3-year terms; all subsequent terms shall be 3-years.

- 6 City Council-appointed
- 6 Mayor-appointed
- 1 Other Appointing Authority: Board

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
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U	F	6	3.	Member	Liz Hunter	3/1/21	2/28/24	2	Mayor
U	F	2	4.	Member	Teresa Hills	3/1/19	2/28/22	1	Mayor
3	F	5	5.	Member	Edilka Dominguez	3/1/21	2/28/24	1	City Council
			6	Member	Marie Rosembert	3/1/21	2/28/24	1	City Council
6	F	NA	7.	Member	Emily Dills	3/1/21	2/28/24	2	City Council
6	F	3	8.	Member	Dana Barnett	3/1/19	2/28/22	1	City Council
			9.	Member	Vacant	3/1/19	2/28/22	1	Board
6	М	U	10.	Member	Jordan Goldwarg	3/1/20	2/28/22	1	Mayor
U	F	NA	11.	Member	Etelbina Hauser	3/1/20	2/28/22	1	Mayor
			12.	Member	Vacant	3/1/20	2/28/23	1	City Council
6	F	5	13.	Member	Baylie Freeman	3/1/20	2/28/23	1	City Council

SELF-	IDENT	TIFIED [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													
Council													
Other													
Total													

Key:

Diversity information is self-identified and is voluntary.

^{*}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



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: CB 120048, Version: 1

CITY OF SEATTLE

ORDINANCE	
-----------	--

- AN ORDINANCE relating to the City-owned real property known as the Red Barn Ranch and to the future North Rainier Park; authorizing the Superintendent of Parks and Recreation to execute documents removing recreational covenants from the Red Barn Ranch; and placing a restrictive covenant onto the North Rainier landbanked development property.
- WHEREAS, in 1970 The City of Seattle ("City") acquired a rural property of approximately 39 acres located approximately 30 miles outside Seattle city limits for the purpose of operating a youth outdoor recreation camp; and
- WHEREAS, to pay for the acquisition, the City accepted funds from state and federal open space programs administered by the Washington State Recreation and Conservation Office (RCO) granted to the City on condition that the Red Barn Ranch property be used permanently for public outdoor recreation and the property be restricted to this purpose by recording against the property a Deed of Right to Use Land for Public Recreation Purposes ("Deed of Right") as to the state funding program and an additional deed as to the federal program (together, the "Recreational Deeds"); and
- WHEREAS, the Red Barn Ranch property was placed in Seattle Parks and Recreation's (SPR) jurisdiction, and SPR renovated the property from 1971 to 1972, and afterward operated the youth camp until 1983, when operating costs, logistical challenges, and budget constraints required closing the camp; and
- WHEREAS, the property remained closed and minimally maintained after 1983 because of the difficulty and expense of operating the property, in part due to its distance from Seattle, until the City began engaging outside entities to operate the Red Barn Ranch property for the purpose of providing ongoing recreational and educational programming; and

- WHEREAS, as part of this ongoing effort, the City contracted with a private entity to operate a conference and recreation center from 1985 to 1987, then contracted with the Auburn School District from 1988 to 1991 to conduct a multipurpose education program on the property; and
- WHEREAS, after again closing the site from 1991 to 1994, the City authorized management of the property by Camp Berachah Ministries through a series of annual permits from 1995 to 2011, after which, from 2011 to 2014, the City entered into an agreement allowing Camp Berachah to continue operating a recreational camp while also permitting the Seattle Tilth Association (now Tilth Alliance) to operate a demonstration garden, farm incubator, and farming education programs on the property; and
- WHEREAS, after Camp Berachah ceased operations, from 2014 to 2018 Tilth Alliance alone operated the Red Barn Ranch property; and
- WHEREAS, the Red Barn Ranch property has been vacant since Tilth Alliance vacated in 2018 and the City was unable to transfer the Red Barn Ranch property to another governmental agency for the purpose of retaining the public recreational use; and
- WHEREAS, the City concluded that the Recreational Deeds should be removed to allow consideration of broader future uses of the property; and
- WHEREAS, the City followed the required deed conversion process administered by the RCO, including providing public notice and an opportunity to comment, responding to public comments, and proposing a replacement property to which to transfer the Deed of Right, culminating in the City's receiving approval from the RCO's governing body, the Recreation and Conservation Funding Board, in January 2021 to release the Deed of Right from the Red Barn Ranch property, to assist in securing federal government approval to release the federal deed, and to place a replacement Deed of Right on the City's North Rainier Park property; and
- WHEREAS, the City will explore options for future uses of the Red Barn Ranch property, including potentially by transferring use or ownership of the property to an outside entity, which future transaction will be

presented to the City Council for review and approval; and

WHEREAS, as required by RCW 35.21.960, public notice of the proposal to remove restrictive recreational covenants was provided, and a public hearing has been held; NOW, THEREFORE,

BE IT ORDAINED BY THE CITY OF SEATTLE AS FOLLOWS:

Section 1. The Superintendent of Parks and Recreation ("Superintendent") or the Superintendent's designee is authorized to execute and perform, for and on behalf of the City, the documents necessary to release the Recreational Deeds, King County Recording Numbers 7106300648 and 7207130463, from the Red Barn Ranch property, legally described as follows:

THE SOUTHEAST QUARTER OF THE NORTHEAST QUARTER OF SECTION 24, TOWNSHIP 21 NORTH, RANGE 5 EAST, W.M., IN KING COUNTY, WASHINGTON;

EXCEPT COUNTY ROAD NO. 212;

ALSO EXCEPT THE NORTH 30 FEET FOR ROAD AS CONVEYED TO KING COUNTY, A POLITICAL SUBDIVISION OF THE STATE OF WASHINGTON BY DEED RECORDED UNDER RECORDING 20050218001287.

and to place a recreational Deed of Right onto the North Rainier Park property, legally described as follows:

STATUTORY WARRANTY DEED NO. 20160707001229

PARCELS A, B, C, F AND G

LOTS 5 THROUGH 8 AND LOTS 13 THROUGH 16, INCLUSIVE, BLOCK 44, C.D. HILLMAN'S RAINIER BOULEVARD GARDEN ADDITION TO THE CITY OF SEATTLE, ACCORDING TO THE PLAT THEREOF RECORDED IN VOLUME 12 OF PLATS, PAGE 65, IN KING COUNTY, WASHINGTON.

STATUTORY WARRANTY DEED NO. 20111229002432

PARCEL E

LOTS 9 AND 10, BLOCK 44, C.D. HILLMAN'S RAINIER BOULEVARD GARDEN ADDITION TO THE CITY OF SEATTLE, ACCORDING TO THE PLAT THEREOF, RECORDED IN VOLUME 12 OF PLATS, PAGE 65, IN KING COUNTY, WASHINGTON.

JUDGMENT RECORDING NO. 20190312000535

PARCEL D

LOTS 11 AND 12, BLOCK 44, C.D. HILLMAN'S RAINIER BOULEVARD GARDEN ADDITION

TO THE CITY OF SEATTLE, ACCORDING TO THE PLAT THEREOF, RECORDED IN VOLUME 12 OF PLATS, PAGE 65, IN KING COUNTY, WASHINGTON.

Section 2. The Superintendent or the Superintendent's designee is further authorized and directed, for and on behalf of the City, to execute, deliver, administer, and perform such ancillary agreements or documents or to take such other actions as in the Superintendent's judgment may be necessary, appropriate, or desirable in order to carry out the terms and provisions of, and complete the transactions contemplated by, this ordinance.

Section 3. This ordinance shall take effect and be in force 30 days after its approval by the Mayor, but if not approved and returned by the Mayor within ten days after presentation, it shall take effect as provided by Seattle Municipal Code Section 1.04.020.

	Passed by the City Council	the	day of _		, 2021, and signed by
me in	open session in authentication	on of its p	passage this	day of	, 2021.
				of the	
	Approved / returned unsign	ned / veto	ed this	day of	, 2021.
			Jenny A. Du	rkan, Mayor	
	Filed by me this	day of _		, 2021.	
				tinez Simmons, Cit	

(Seal)

Attachments:

Attachment A - Form of Red Barn Ranch Deed Release Attachment B - Form of North Rainier Deed of Right

ATTACHMENT A

Upon Recording, Please Return To: Washington State Recreation and Conservation Office PO Box 40917 Olympia, WA 98504-0917

Attn: Myra Barker

RELEASE OF DEED OF RIGHT

Grantee(s): City of Seattle

Grantor(s): STATE OF WASHINGTON, acting by and through the WASHINGTON

STATE RECREATION AND CONSERVATION OFFICE (formerly known as the Interagency Committee for Outdoor Recreation), and/or

the Recreation and Conservation Funding Board

Abbreviated

Legal

Description: SW ¹/₄ of NE ¹/₄ Sec. 24 Twp 21, N.R. 5 E., WM, Expt. Rd No. 212 and

N 30 ft Rd

Assessor's Property Tax Parcel Number: 2421059004

THE STATE OF WASHINGTON ("Grantor"), for and in consideration of mutual covenants and promises set forth herein, hereby conveys to the City of Seattle ("Grantee") the following Release of Deed of Right:

WHEREAS, by instrument dated June 22, 1971, and recorded on June 30, 1971, Auditor's File No. 7106300648 (the "Deed of Right"), Grantee committed the lands described in the Deed of Right (the "Property") to outdoor recreation purposes forever, pursuant to the provisions of the Project Agreement entered into between Grantee and Grantor through the Recreation and Conservation Office entitled Model Neighborhood Camp, Project Number 69-150A and executed by Grantor on June 9, 1970 and by the Interagency Committee on May 5, 1970 (the "Agreement");

WHEREAS, Grantee desires to remove the Deed of Right from the Property, as described herein; and

WHEREAS, Grantor, through the Washington State Recreation and Conservation Office has approved the removal of the covenants and restrictions set forth in the Deed of Right, as set forth herein;

THEREFORE:

The Washington State Recreation and Conservation Office, for and on behalf of Grantor, does hereby relinquish all rights, title and interest in and to the following described lands and forever releases said lands from the restrictions and covenants contained in the aforesaid Deed of Right. The Property is described on Exhibit A and depicted on Exhibit B, attached hereto and incorporated by this reference.

REMAINDER OF PAGE IS INTENTIONALLY BLANK; SIGNATURE PAGE TO FOLLOW

Dated this, 2	021.
By:	
Deputy Director, Washington State Recrea	tion and Conservation Office
STATE OF) WASHINGTON) ss COUNTY OF)	
WASHINGTON) ss	
COUNTY OF	
State Recreation and Conservation Office, acknowledged that (he/she) signed this instead execute the instrument and acknowledged in	etory evidence that Deputy Director of the Washington is the person who appeared before me, and said person rument, on oath stated that (he/she) was authorized to at as the Washington State Deputy Director of the he free and voluntary act of such party for the uses and
Notary Public in and for the State of	
Washington, residing at	
My appointment expires	

EXHIBIT ALegal Description

THE SOUTHEAST QUARTER OF THE NORTHEAST QUARTER OF SECTION 24,
TOWNSHIP 21 NORTH, RANGE 5 EAST, W.M., IN KING COUNTY, WASHINGTON;
EXCEPT COUNTY ROAD NO. 212;

ALSO EXCEPT THE NORTH 30 FEET FOR ROAD AS CONVEYED TO KING COUNTY, A POLITICAL SUBDIVISION OF THE STATE OF WASHINGTON BY DEED RECORDED UNDER RECORDING 20050218001287.

Upon Recording, Please Return To: Washington State Recreation and Conservation Office PO Box 40917 Olympia, WA 98504-0917 Attn: Myra Barker

REPLACEMENT PROPERTY DEED OF RIGHT TO USE LAND FOR PUBLIC OUTDOOR RECREATION PURPOSES

Rainier Charlestown Property

Grantor: City of Seattle

Grantee: STATE OF WASHINGTON, acting by and through the WASHINGTON

STATE RECREATION AND CONSERVATION FUNDING BOARD and the WASHINGTON STATE RECREATION AND CONSERVATION OFFICE,

including any successor agencies

Abbreviated

Legal

Description: Hillmans CD Rainier Blvd Garden, Plat Block 44, Plat Lots 5-16

Assessor's Property Tax Parcel Number(s): 335740-0055

Reference Numbers of Related Documents:

The Grantor grants this Replacement Property Deed of Right to Use Land for Public Outdoor Recreation Purposes (the "Deed") for and in consideration of monies coming in whole or in part from the Outdoor Recreation Account. Such grant is made pursuant to the Grant Agreement

entered into between the Grantor and the Grantee entitled Model Neighborhood Camp (Red Barn Ranch), Project Number 69-150A signed by the Grantor on the 9th day of June and the Grantee the 5th day of May, 1970 (the "Grant Agreement") and supporting materials which are on file with the Grantor and the Grantee in connection with the Grant Agreement.

The Grantor hereby conveys and grants to the Grantee as the representative of the people of the State, the right to enforce the following duties:

- 1. The Grantor shall take such reasonable and feasible measures as are necessary to protect the replacement property, as approved by the Grantee for a conversion, at Rainier Charlestown Property, and as described in Exhibit A (Legal Description) and depicted in Exhibit B (Property Map) (the "Property") for park purposes, consistent with the Grant Agreement, so as to provide public access to outdoor recreation opportunities in perpetuity and protect public outdoor recreation and park resources.
- 2. The Grantor shall allow public access to the Property as provided in the Grant Agreement. Such access shall be subject to the restrictions allowed under the Grant Agreement, by written agreement with the Grantee, or under state law. This provision is not intended to prevent reasonable access or use restrictions that are necessary for safe and effective management of the Property consistent with outdoor recreation purposes and the Grant Agreement.
- 3. The Grantor shall provide access to the Grantee to inspect the Property for compliance with the terms of this Deed and the Grant Agreement to which the Grantor is a signatory. Such access shall be subject to the restrictions, if any, allowed under the Grant Agreement, by written agreement with the Grantee, or under state law. The Grantor warrants it has and shall maintain the legal right and means to reach the Property.
- 4. Without the prior written consent of the Grantee or its successors, through an amendment to the Grant Agreement or the process set forth below, the Grantor shall not use or allow any use of the Property (including any part of it) that is inconsistent with the recreation purposes herein granted and as stated in the Grant Agreement. The Grantor shall also not grant or suffer the creation of any property interest that is inconsistent with the recreation purposes herein granted and as stated in the Grant Agreement.

Grantee's consent to an inconsistent use or property interest under this Deed shall be granted only to the extent permitted by law and upon the following three conditions, which ensure the substitution of other eligible land. The conditions are: (1) the substitute recreation land must be of reasonably equivalent usefulness and location for the public outdoor recreation purposes as the Property prior to any inconsistent use; (2) the substitute recreation land must be of at least equal fair market value to the

Property at the time of Grantee's consent to the inconsistent use; and (3) the fair market value of the Property at the time of the Grantee's consent to the inconsistent use shall not take into consideration any encumbrances imposed on or alterations made to that land as a result of the original state grant and other grants if such encumbrances or alterations reduce the value of the Property from what it would be without them.

For purposes of this Deed the Grant Agreement includes any amendments thereto that occur prior or subsequent to the execution of this Deed.

This Deed contains covenants running with the land and shall be binding upon the Grantor, its successors and assigns, and upon any person acquiring the Property, or any portion thereof, or any interest therein, including a leasehold interest, whether by operation of law or otherwise. If the Grantor sells all or any portion of its interest, the new owner of the Property or any portion thereof (including, without limitation, any owner who acquires its interest by foreclosure, trustee's sale or otherwise) shall be subject to applicable covenants and requirements under the Deed.

This Deed may not be removed or altered from the Property unless specific approval has been granted by the Washington State Recreation and Conservation Office and/or the Washington State Recreation and Conservation Funding Board or its successors.

The Washington State Recreation and Conservation Office and the Washington State Recreation and Conservation Funding Board and/or its successors shall each have a separate and independent right to enforce the terms of this Deed.

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GRANTOR:	
City of Seattle By:	
Name:	
Title:	_
Dated this day of	
STATE OF WASHINGTON) ss	0
COUNTY OF) ss	0
I certify that I know or have satisfactory evidence that is the person who appeared before me, and said person acknown instrument, on oath stated that they were authorized to execute it as the for the Grantor, and to be the free and voluntary act of such party for the uses a	the instrument and acknowledge
and to be the free and voluntary act of such party for the uses a instrument.	and purposes mentioned in the
Dated:	
Signed:	
Notary Public in and for the State of Washington,	
residing in	
My commission expires	

REMAINDER OF PAGE IS INTENTIONALLY BLANK; ADDITIONAL SIGNATURE PAGE FOLLOWS

GRANTEE:

STATE OF WASHINGTON, acting by and through THE WASHINGTON STATE RECREATION AND CONSERVATION FUNDING BOARD, administered by the WASHINGTON STATE RECREATION AND CONSERVATION OFFICE

By:
Name: Scott T. Robinson
Title: Deputy Director
Dated this day of
STATE OF WASHINGTON)
COUNTY OF) ss
I certify that I know or have satisfactory evidence that
Dated:
Signed:
Notary Public in and for the State of Washington,
residing in
My commission expires .

EXHIBIT A Legal Description

STATUTORY WARRANTY DEED NO. 20160707001229
PARCELS A, B, C, F AND G
LOTS 5 THROUGH 8 AND LOTS 13 THROUGH 16, INCLUSIVE, BLOCK 44, C.D.
HILLMAN'S RAINIER BOULEVARD GARDEN ADDITION TO THE CITY OF
SEATTLE, ACCORDING TO THE PLAT THEREOF RECORDED IN VOLUME 12
OF PLATS, PAGE 65, IN KING COUNTY, WASHINGTON.

STATUTORY WARRANTY DEED NO. 20111229002432 PARCEL E

LOTS 9 AND 10, BLOCK 44, C.D. HILLMAN'S RAINIER BOULEVARD GARDEN ADDITION TO THE CITY OF SEATTLE, ACCORDING TO THE PLAT THEREOF, RECORDED IN VOLUME 12 OF PLATS, PAGE 65, IN KING COUNTY, WASHINGTON.

JUDGMENT RECORDING NO. 20190312000535 PARCEL D

LOTS 11 AND 12, BLOCK 44, C.D. HILLMAN'S RAINIER BOULEVARD GARDEN ADDITION TO THE CITY OF SEATTLE, ACCORDING TO THE PLAT THEREOF, RECORDED IN VOLUME 12 OF PLATS, PAGE 65, IN KING COUNTY, WASHINGTON.

EXHIBIT B
Property Map*



*To be replaced in final deed with survey map

SUMMARY and FISCAL NOTE*

Department:	Dept. Contact/Phone:	CBO Contact/Phone:
Parks and Recreation	Max Jacobs/206-930-0929	Anna Hurst 206-733-9317

^{*} Note that the Summary and Fiscal Note describes the version of the bill or resolution as introduced; final legislation including amendments may not be fully described.

1. BILL SUMMARY

Legislation Title: AN ORDINANCE relating to the City-owned real property known as the Red Barn Ranch and to the future North Rainier Park; authorizing the Superintendent of Parks and Recreation to execute documents removing recreational covenants from the Red Barn Ranch; and placing a restrictive covenant onto the North Rainier landbanked development property.

Summary and background of the Legislation: The City owns an approximately 38-acre property about 30 miles southeast of Seattle (in unincorporated King County, near Auburn) called the Red Barn Ranch, which Seattle Parks and Recreation (SPR) acquired in the early 1970's to serve as a youth camp. As with many park acquisitions, SPR acquired the Red Barn Ranch property using funds from state and federal open space programs administered by the Washington State Recreation and Conservation Office (RCO). These funds were granted the City on the condition that the Red Barn Ranch property be used permanently for public outdoor recreation, formalized by recording a restrictive covenant against the property which RCO called a "Deed of Right to Use Land for Public Recreation Purposes" as to the state funding program, along with an additional Deed as to the federal program.

As detailed in the Ordinance, the City renovated the property in 1971 and 1972, then operated it as a camp until 1983 when operating costs, logistical challenges, and budget constraints required closing the facility. Over the years since, SPR engaged partners to provide recreation and educational programming on the property. These included a conference and recreation center from 1985 to 1987, then a multipurpose education program run by the Auburn School District from 1988 to 1991. The site was closed from 1991 to 1994, after which the City engaged Camp Berachah Ministries to manage the property through a series of annual permits from 1995 to 2011, after which, from 2011 to 2014, the City entered into an agreement allowing Camp Berachah to continue operating a recreational camp while also permitting the Seattle Tilth Association (now Tilth Alliance) to operate a demonstration garden, farm incubator, and farming education programs. Camp Berachah ceased operations in 2014, leaving Tilth Alliance operating the property alone until 2018. The property has been vacant since then.

While these programs benefitted the public, they were not squarely within SPR's or the City's mission or service delivery model. Therefore, SPR has been exploring the idea of disposing of the property, with early analysis of the possibility of transferring the property to King County, in part because another governmental entity could retain the recreational deeds on the land. This effort was not successful, so a broader range of disposition options is needed.

Because of the RCO funding condition, the first step toward disposition is obtaining RCO approval to release its recreational deed. (The RCO also serves as SPR's contact to obtain federal concurrence to release the companion federal recreational deed.) That, in turn, requires SPR to offer an undeveloped replacement property onto which the Red Barn Ranch recreational deed could be transferred. SPR has done that, offering to encumber SPR property in the Rainier Valley (North Rainier landbank site) that is to be developed into a new neighborhood park. (Council approved accepting a development grant for this project under Resolution 31950 in 2020.) RCO approved the deed transfer in January 2021. Legislation now is required to release the recreational deeds from the Red Barn Ranch property and place a new recreational deed onto the North Rainier Park property.

This first step clears the way for a process by which to determine the best use or ultimate disposition of the Red Barn Ranch property. Future legislation will be presented regarding those later decisions.

2. CAPITAL IMPROVEMENT PROGRAM	
Does this legislation create, fund, or amend a CIP Project?	Yes <u>X</u> No
3. SUMMARY OF FINANCIAL IMPLICATIONS	
Does this legislation amend the Adopted Budget?	Yes <u>X</u> No

Does the legislation have other financial impacts to The City of Seattle that are not reflected in the above, including direct or indirect, short-term or long-term costs? Possibly, yes. SPR could determine that some site stabilization work needs to be done before the property is eventually transferred to an outside party. Such work could include demolishing existing buildings that are no longer usable and/or repairing or upgrading structures or systems that are usable. SPR will assess future costs when the actual scope of work is known, which may require additional funding as part of a future supplemental or budget process.

Is there financial cost or other impacts of *not* implementing the legislation?

Yes, not releasing the recreational deeds now means SPR must continue to maintain the property for public recreation purposes, requiring ongoing operating and maintenance costs. In addition, in order to release the Red Barn Ranch recreational deeds in the future, SPR would have to either acquire a new replacement site, which it does not currently have budget to do, or forego up to \$1.5M in development grant funds on the North Rainier property so that the property could remain eligible as a replacement site.

4. OTHER IMPLICATIONS

a. Does this legislation affect any departments besides the originating department? This legislation will not immediately affect any other department. Future decisions regarding the property, including a possible future disposition, would involve other departments,

including Finance and Administrative Services, which would at a minimum update the City's real property inventory to reflect the changed status of the Red Barn Ranch property. Other departments also could be asked to assist in the disposition process.

b. Is a public hearing required for this legislation?

Yes, RCW 35.21.960 requires a public hearing before adopting legislation releasing a deed. The hearing will be held before the Council Committee votes on the legislation.

c. Is publication of notice with *The Daily Journal of Commerce* and/or *The Seattle Times* required for this legislation?

RCW 35.21.960, regarding release of a covenant, requires posting on the City's website notice of the public hearing 10 days before the hearing, and providing a press release to local newspapers. Such notice was posted as required, and a press release will have been timely sent to the *Seattle Times*. A record of the press release will be provided at the Committee meeting.

d. Does this legislation affect a piece of property?

Yes, maps are included as attachments to the legislation.

e. Please describe any perceived implication for the principles of the Race and Social Justice Initiative. Does this legislation impact vulnerable or historically disadvantaged communities? What is the Language Access plan for any communications to the public? This legislation releases recreational deeds that constrain the way the City can utilize the Red Barn Ranch property to advance Race and Social Justice goals. This legislation creates the opportunity to put the property to new use serving communities of color. Transferring the recreational deed to the North Rainier property has minimal impact to that property because (1) the property will be encumbered by additional recreational grants relating to its development funding; and (2) while RCO recreational deeds usually preclude most types of development on park land, RCO has agreed to allow flexibility for some future development to ensure the community's future needs for the property can be addressed.

This legislation involves the public notice described in 4b above, but there is no other public outreach planned at this time. Future uses of the Red Barn Ranch property will be developed based on Racial Equity Toolkit analysis and significant public outreach, which will be designed to reach non-English speakers.

f. Climate Change Implications

1. Emissions: Is this legislation likely to increase or decrease carbon emissions in a material way?

No.

2. Resiliency: Will the action(s) proposed by this legislation increase or decrease Seattle's resiliency (or ability to adapt) to climate change in a material way? If so, explain. If it is likely to decrease resiliency in a material way, describe what will or could be done to mitigate the effects.

No.

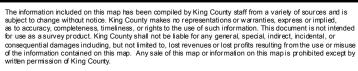
g. If this legislation includes a new initiative or a major programmatic expansion: What are the specific long-term and measurable goal(s) of the program? How will this legislation help achieve the program's desired goal(s)?

This legislation does not include a new initiative or programmatic expansion.

List attachments/exhibits below:

Summary Attachment A - Maps

Red Barn Ranch County, EagleView Techn







Red Barn Ranch - Vicinity



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North Rainier Landbank Site



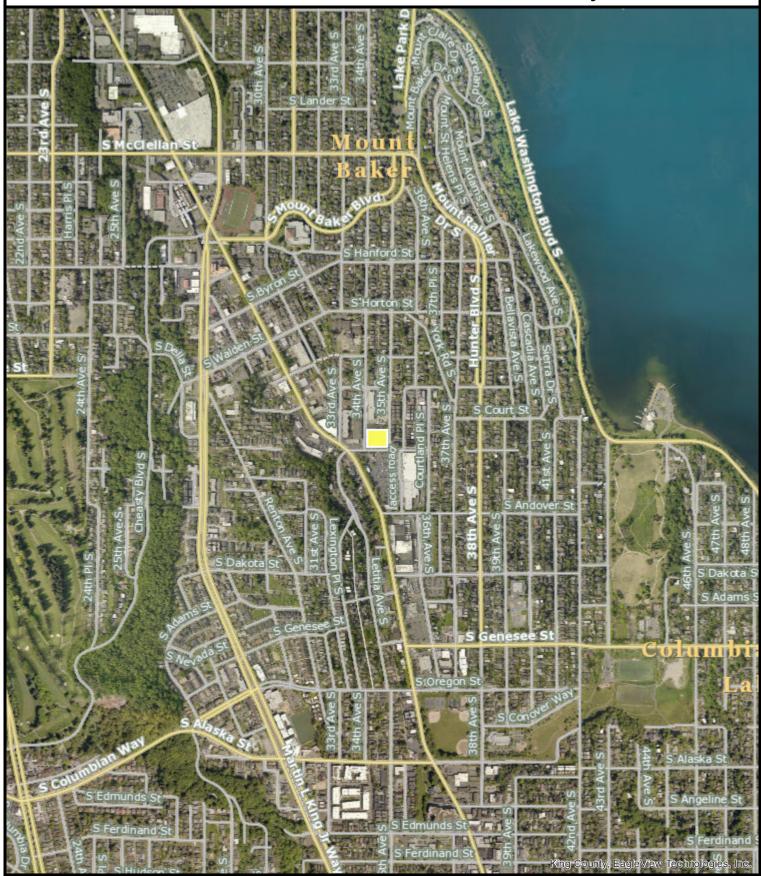


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North Rainier Landbank Site - Vicinity



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SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: CB 120050, Version: 1

CITY OF SEATTLE

ORDINANCE	
COUNCIL BILL	

- AN ORDINANCE relating to Seattle Parks and Recreation; authorizing the Superintendent of Parks and Recreation to execute, for and on behalf of the City, a Use, Occupancy and Maintenance Agreement with Southwest Youth and Family Services to provide family support center programs consistent with Seattle Parks and Recreation purposes.
- WHEREAS, for nearly 40 years Southwest Youth and Family Services (SWYFS) has been providing critical services in significantly under-resourced communities of Southwest Seattle; and
- WHEREAS, SWYFS and Seattle Parks and Recreation (SPR) share long-term vision and goals with respect to the development and delivery of youth and community-based program initiatives to culturally and economically diverse families; and
- WHEREAS, Ordinance 117950, passed in December 1995, authorized the Superintendent of Parks and Recreation ("Superintendent") to enter into a 20-year Use, Occupancy and Maintenance Agreement ("Prior Agreement," Attachment A to this ordinance) with SWYFS; and
- WHEREAS, as systemic racial and economic inequities continue to create significant barriers to communities of color across the nation, SWYFS remains committed to seeing the diverse community of South Seattle thrive; and
- WHEREAS, participants in SWYFS programs are predominately children and youth, people of color, immigrants and refugees, and low-income people; and
- WHEREAS, the services SWYFS provides fulfill key SPR values in providing programs, resources, and services for youth in a park facility that is integral to the community it serves without cost to the City;

File #: CB 120050, Version: 1		
and		

WHEREAS, SPR is entering a new agreement to replace and update the Expiring Agreement, after reassessing the market rate fees and public benefits to be provided, and will ensure the impact of this action will not significantly affect park and recreation revenue to the City; NOW, THEREFORE,

BE IT ORDAINED BY THE CITY OF SEATTLE AS FOLLOWS:

Section 1. The Superintendent of Parks and Recreation, or the Superintendent's designee, is hereby authorized on behalf of The City of Seattle to execute a ten-year Use, Occupancy and Maintenance Agreement with Southwest Youth and Family Services, substantially in the form included as Attachment A to this ordinance, which also allows for a ten-year extension.

Section 2. This ordinance shall take effect and be in force 30 days after its approval by the Mayor, but if not approved and returned by the Mayor within 10 days after presentation, it shall take effect as provided by Seattle Municipal Code Section 1.04.020.

Passed by the City Council the	day of		, 2	021, and signe	d by
me in open session in authentication of its pa	assage this	_ day of _		, 202	21.
	President		of the City Council		
Approved / returned unsigned / vetoe	ed this	_ day of	,	2021.	
	Jenny A. Durk	an, Mayor			

File #: CB	120050, Versio	n : 1	
File	d by me this	day of	, 2021.
			Monica Martinez Simmons, City Clerk
(Seal)			
	A - Use, Occupai	-	enance Agreement Between The City of Seattle, Seattle Parks and Ind Family Services

USE, OCCUPANCY AND MAINTENANCE AGREEMENT Between THE CITY OF SEATTLE Seattle Parks and Recreation and SOUTHWEST YOUTH AND FAMILY SERVICES

AGREEMENT NUMBER:

THIS AGREEMENT is made and entered into by and between **THE CITY OF SEATTLE** ("City"), acting by and through Seattle Parks and Recreation ("SPR"), the Superintendent of SPR, and **SOUTHWEST YOUTH AND FAMILY SERVICES** ("SWYFS"), a not-for-profit corporation organized under the laws of the state of Washington.

RECITALS

- WHEREAS, SWYFS fulfills key SPR values in providing programs, resources, and services for youth in a park facility that is integral to the community it serves; and
- WHEREAS, SWYFS provides programs and services to the community it serves without cost to SPR; and
- WHEREAS, the City desires to offer various public benefits for its residents, including people of color from culturally and economically diverse families; and
- WHEREAS, SWYFS and SPR share a long-term vision and goals with respect to the development and delivery of youth and community-based program initiatives to culturally and economically diverse families; and
- WHEREAS, in this Agreement, SPR renews the expiring agreement, reassessing the market-rate fees and public benefits to be provided, and finding the impacts of this action will not significantly affect revenues to SPR;
- NOW, THEREFORE, in consideration of the mutual promises, terms, conditions, and performances described herein, the parties agree as follows:

ARTICLE 1. DEFINITIONS

- 1.1 "Agreement" means this Use, Occupancy and Maintenance Agreement, including all exhibits, attachments and addenda appended hereto, as now existing or hereinafter amended.
- 1.2 "City" means the City of Seattle.
- 1.3 "Commencement Date" means the date on which SWYFS is authorized use and occupancy of the Premises under this Agreement. The Commencement Date is the date when this Agreement is executed by both parties.

- 1.4 "Community Programming" means the essential community programming and public access to be provided by SWYFS to underrepresented and refugee communities which is a key and material deliverable to City under this Agreement
- 1.5 "SPR" means the City of Seattle's Seattle Parks and Recreation department.
- 1.6 "Public Benefit" means programs and services to be provided by SWYFS in exchange for an offset of use fees. Public Benefits can include but are not limited to fee discounts, scholarships, programming and stewardship activities. A Public Benefit may also be Community Programming if approved by the Superintendent.
- 1.7 "Public Benefit Program Delivery Credits" means credits for the provision of services for youth and families by SWYFS that may be used to offset, in part or whole, the actual payment of use fees due to the City under this Agreement. The availability of Public Benefit Program Delivery Credits is subject to the approval of public benefit services by SWYFS and their dollar value shall be determined in the Superintendent's sole discretion.
- 1.8 "Public Benefit Plan" means the document to be drafted by SWYFS and approved by SPR that sets out the planned public benefit programming to be provided by SWYFS, to offset Use Fees. The Public Benefit Plan will be set out in Exhibit D to this Agreement unless SWYFS provides and SPR approves an alternative form of the Public Benefit Plan.
- 1.9 "Public Benefit Report" means the document to be drafted by SWYFS and delivered to SPR identifying and quantifying delivered public benefit programming. The Public Benefit Report will be set out in Exhibit D to this Agreement unless SWYFS provides and SPR approves an alternative form of the Public Benefit Report.
- 1.10 "Executive Director" means the Executive Director of SWYFS.
- 1.11 "Premises" means the old Delridge Community Center as renovated by, and currently in use by SWYFS.
- 1.12 "Superintendent" means the Superintendent of Parks and Recreation and such official's designee.
- 1.13 "SWYFS" means Southwest Youth and Family Services.
- 1.14 "SWYFS Programming" means those family support programs and other services offered by SWYFS that create a wider community-based participation opportunity for SPR users, as determined by the Superintendent.

ARTICLE 2. PREMISES

2.1 Premises Description. SWYFS shall be authorized to use and occupy the premises, subject to all the terms and conditions of this Agreement, that certain real property situated in the City of Seattle, King County, Washington, commonly known as the old Delridge Community Center at 4555 Delridge Way SW, Seattle, Washington 98106, and legally described as follows:

A portion of the West ½ of the S.W. ¼ of the S.E. ¼ of Section 13, Township 24 North, Range 3 East, West Meridian, being the same as a parcel of land accepted by City of Seattle Ordinance 30867 more particularly described as follows:

Commencing at the south quarter corner for said section, thence N 0°06'31" W on the north-south centerline of said section a distance of 30 feet, thence S 89°57'40" E a distance of 34.21 feet to the S.W. corner of said parcel, thence continuing S 89°57'40" E on the south line of said parcel a distance of 399.91 feet, thence N 0°00'00" E a distance of 97.00 feet to the True Point Of Beginning of this description, thence continuing N 0°0'00" E a distance of 275.82 feet, thence N 69°44'53" E a distance of 75.62 feet to a point of intersection with a curve on the east line of said parcel from which the radial center bears N 75°13'03" E a distance of 777.97 feet, thence southerly and easterly on the east line of said parcel, being the same as the west marginal boundary of Delridge Ave. S.W., on a curve concave to the N.E. having a radius of 777.97 feet a distance of 122.71 feet to a point of reverse curvature on the east line of said parcel from which the radial center bears S 66°10'50" W a distance of 714.99 feet, thence continuing southerly and westerly on the east line of said parcel, being the same as the west marginal boundary of Delridge Ave. S.W., on a curve concave to the S.W. having a radius of 714.99 feet a distance of 194.55 feet, thence N 89°57'40" W parallel with the south line of said parcel a distance of 165.00 feet to the True Point Of Beginning; Containing approximately 0.15 acres;

Hereinafter referred to as the "Premises."

A site map depicting the location of the Premises is attached as Exhibit A.

ARTICLE 3. PREMISES TO BE USED AND OCCUPIED ONLY FOR LIMITED PURPOSES; SECURITY SERVICES AUTHORIZED

3.1 Limited Purposes Authorized. The Premises shall be used as a family and youth services program center for SWYFS programming, as a meeting and office facility for SWYFS, and as a facility available for public use under the conditions described herein. SWYFS shall not use the Premises for any other purpose or make any other use of the Premises inconsistent with the foregoing described purpose without the prior written consent of SPR. SWYFS is not authorized to use the Premises for the carrying out of any medical or health-related clinical activity of any kind or nature.

- 3.2 Security Staff. SWYFS shall have the right, but not an obligation, to hire one or more employee(s) or engage one or more private contractor(s) to provide security services in connection with its use of the Premises.
- 3.3 Permitted Use. Consistent with the limited purposes authorized by this Agreement, SWYFS shall use the Premises for classrooms, playrooms, meeting rooms, SWYFS programming, storage and administrative offices related to the general operations of SWYFS as a nonprofit organization dedicated to supporting communities in southwest Seattle and King County so that culturally and economically diverse families, youth, and children thrive and prosper. Additionally, SWYFS's Permitted Use may include allowing the public to use the Premises as subordinate users under the terms and conditions of Article 23 when in compliance with this Agreement. SWYFS shall not use the Premises for any other purpose or make any use of the Premises that is inconsistent with the Permitted Use without the Superintendent's prior written consent.
- 3.4 Required Use. The City's willingness to enter into this Lease is conditioned, in part, on SWYFS' commitment to provide Community Programming. SWYFS must continue providing Community Programming under Article 8 throughout the Agreement Term.

ARTICLE 4. TERM; AUTHORIZED PERIOD OF PREMISES USE

4.1 Term of Agreement. The term of this Agreement shall be the period of time commencing when the Agreement has been fully executed and expiring on December 31, 2030 with an option for another 10 years at the mutual consent and agreement of both parties, with additions, modifications, or deletions as the Mayor or Superintendent deems to be in the best interest of the City.

ARTICLE 5. USE FEES; REDUCTIONS & OFFSETS THERETO; TAXES

- 5.1 Use Fee Value. SWYFS shall be responsible for compensating the City for an amount equal to the fair market rental value for the Premises ("Use Fee"). Based on a 2019 fair market rent value assessment of the Premises conducted by a state-certified real estate appraiser, the initial Use Fee shall be \$16,081/month (\$192,972.00 per year). This initial Use Fee is subject to change and has been adjusted pursuant to Article 7.
- 5.2 Use Fee Payment. In consideration for the use and occupancy of the Premises, SWYFS shall pay each month the monthly Use Fee amount minus any Public Benefit Program Delivery Credits ("Offsets") available pursuant to Sections 5.3 and 5.4. Any Offsets will be prorated on a monthly basis. In no event will there be a negative Use Fee.

- 5.3 Public Benefit Program Delivery Credits. Subject to Sections 5.4 and Article 6, for the duration of the Agreement, SWYFS shall be entitled to Public Benefit Program Delivery Credits that may be used as an Offset against the Use Fee.
- 5.4. Offset Subject to limitation. Notwithstanding any other provision hereof, if the amount of the reduction and Offset to be provided pursuant to Subsection 5.3 hereof exceeds the amount of the use fee that is payable to the City by SWYFS at any time, the City shall not be obligated to pay or otherwise compensate SWYFS for such overage at any time whatsoever. Accordingly, the amount or value of any such reduction and Offset shall have no effect on the terms of this Agreement and shall not be the basis for any claim that the term should be extended for any period after the expiration date hereof, nor shall the City be obligated to reimburse SWYFS for any such excess that is not applied against any Use Fee prior to the expiration or earlier termination of this Agreement. Conversely, if the Use Fee payable by SWYFS to the City exceeds the amount of the reduction and Offset to be provided pursuant to Subsection 5.1 hereof, SWYFS shall provide the value of same to the City in cash or, subject to further agreement by SWYFS and the City, in the form of additional program services consistent with parks and recreation purposes. The specific services that may be provided in lieu of a cash payment shall be subject to the approval of the Superintendent.
- 5.5. Taxes. In addition to the Use Fee provided under Subsection 5.1, SWYFS shall pay to SPR monthly whatever leasehold excise tax is assessed pursuant to RCW Ch. 82.29A for use and occupancy of the Premises by SWYFS under this Agreement. SWYFS is responsible for keeping current, valid leasehold excise tax exemption certificates on file with SPR. If SWYFS fails to provide SPR with the exemption certificate for any period of time, leasehold excise tax may be levied and may not be refundable. In addition, SWYFS shall pay before their delinquency all other taxes that may be due and payable with respect to property owned by SWYFS on the Premises.
- 5.6. Use Fee Reduction & Offset Inapplicable to Taxes. The reduction and offsetting of any Use Fee pursuant to Subsection 5.1 hereof shall have no effect on the amount of any leasehold excise tax due and payable to the City or any other tax obligation of SWYFS. Unless SWYFS is exempt from the payment of leasehold excise taxes, all such taxes are required.
- 5.7. Use Fee & Leasehold Excise Tax Payment Date and Address. Any use fee and leasehold excise tax that is due and payable under this Agreement shall be remitted on or before the 10th calendar day of each month during the term of this Agreement to the City of Seattle Treasury, PO BOX 94626, Seattle, WA 98124-6926, or to such other place as SPR may hereafter designate. SPR will send a monthly invoice for any payments due.

5.8. Late & Refused Payments. SWYFS acknowledges that late payment to the City of the Use Fee or any other sum due to the City hereunder will cause SPR to incur costs not contemplated by this Agreement including but not limited to processing and accounting charges and the cost of legal enforcement of this Agreement, the exact amount of which would be extremely difficult and impractical to ascertain. Therefore, in the event SWYFS fails to pay any sum after such amount is due to the City, such amount shall bear interest at the rate of twelve percent (12%) per annum from the date due until the date paid. Additionally, a twenty-dollar (\$20.00) charge shall be paid by SWYFS to the City for each check refused payment for insufficient funds or any other reason. If any of the aforementioned fees or charges change, SPR shall provide a written explanation to SWYFS of the amount by which such fees and charges have changed.

ARTICLE 6. PUBLIC BENEFITS

- October 1st annually, 90 days prior to the beginning of their next calendar year a Public Benefits Plan for that year. The Public Benefits Plan will be set out on the form provided in Exhibit D or another form provided by or approved by the Superintendent. The Public Benefits Plan will set out SWYFS's plan to publicize and provide public benefits and programming, as well as the estimated Public Benefit Program Delivery Credit to be earned by these activities. In calculating the value of the expected Public Benefit Program Delivery Credit, SWYFS may consider the value of fee discounts, scholarships, programming and stewardship activities. The Public Benefits Plan will contain enough information for the Superintendent to confirm that the proposed programming is consistent with Agreement goals and City policy and to verify the dollar value of any Public Benefit Program Delivery Credits to be earned by delivery of public benefits. The Superintendent, acting reasonably, shall approve or revise SWYFS' Public Benefit Program Delivery Credit calculation following receipt of the Public Benefit Plan.
- Public Benefit Report. No more than sixty (60) days after the end of the calendar year, annually on March 1, SWYFS will provide a Public Benefit Report with any documentation necessary that demonstrates to the Superintendent's reasonable satisfaction, that SWYFS provided all public benefits described in the Public Benefit Plan for that year. Such summary shall consist of, but not limited to, a Public Benefits Report (Exhibit D), organization brochures and pamphlets, total hours of programming, public service hours, number of programs and scholarships, free services and values for all of the above, demographic of clients, academic impact analysis, and total number of low income and diverse populations served, and other permitted uses, dates, identification of the user/groups, and purposes for non-programming uses.
- 6.3 City Approval. If Superintendent cannot determine the benefit or value of public benefits set out in either the Public Benefits Plan or Public Benefit Report, Superintendent may

request additional information or documentation within sixty (60) days of receipt. SWYFS will provide any requested information or documentation within sixty (60) days of receiving Superintendent's request. The City shall be deemed to have approved the Public Benefits Plan or Public Benefit Report as delivered unless the Superintendent delivers written objections to the report and Public Benefit Plan within sixty (60) days of receipt of the plan. If the Superintendent delivers written objections within the sixty (60) day period, the Superintendent shall also specify subsequent actions to be taken by SWYFS that will satisfy the Superintendent's concerns. Failure to provide agreed public benefits set out in the Public Benefits Plan will be a breach of this Agreement in addition to making specified Public Benefit Program Delivery Credits unavailable as an offset against use fees. SWYFS must pay to the City the full value of any Use Fee not offset within 30 days of invoice from Superintendent.

- 6.4 Public Benefit Program Delivery Credits. SWYFS will include in the Public Benefit Report a calculation of Public Benefit Program Delivery Credits earned by SWYFS's reported public benefit programming and activities. This calculation will be made using the value of SWYFS' fee discounts, scholarships, programming and stewardship activities based on the estimated values set out in the Public Benefits Plan. If SWYFS seeks credit for any activity not set out in the Public Benefits Plan or that differs from the estimated value in the Public Benefits Plan, SWYFS will provide a written explanation why the claimed Public Benefit Program Delivery Credits should be available for that activity. The Superintendent will verify the availability and amount of Public Benefit Program Delivery Credits earned and make any adjustments as may be required in the Superintendent's reasonable discretion. If the Superintendent adjusts the Public Benefit Program Delivery Credits available from the amount claimed by SWYFS, Superintendent will notify SWYFS of this adjustment and provide SWYFS an opportunity to clarify or explain the amount of credits claimed. The Superintendent's determination of the value of Public Benefit Program Delivery Credits will be final and binding. Once approved by the Superintendent, SWYFS may offset the approved value of each year's Program Delivery Credits in 12 equal monthly installments on a calendar-year basis.
- 6.5 Combined Report and Plan. For administrative convenience, after the first year of the Term, SWYFS may combine the Public Benefit Report and Public Benefit Plan into one document ("Combined Report"). If SWYFS notifies SPR that it will be submitting a Combined Report by the due date of the Public Benefit Plan, SWYFS may submit the Combined Report by the due date for the Public Benefit Report. The Combined Report will contain all information required for the Public Benefit Plan and Public Benefit Report and Superintendent reserves the right to seek any additional information reasonably necessary to determine the value of public benefits.

ARTICLE 7. USE FEE ADJUSTMENTS

7.1 Fair Market Rent Appraisal.

SPR will revalue or update through an appraisal of the fair market rent value of the Premises and recalculate the Use Fee to be charged pursuant to Subsection 5.1 hereof, at a minimum every two (2) years after the Commencement Date. Upon such appraisal and recalculation, SPR shall provide a written explanation to SWYFS of the amount by which the Use Fee has increased.

7.2 Consumer Price Index Adjustment to Use Fee.

On each Commencement Date anniversary during the Initial Term, the Use Fee will be adjusted by the percentage increase that occurred in the Consumer Price Index for all Urban Consumers (CPI-U I 1982-84 = 100), All Items, for the Seattle-Tacoma-Bremerton Metropolitan Area, as published by the Bureau of Labor Statistics, United States Department of Labor, or its successor ("the Index") during the preceding calendar year ("the CPI Increase"); provided, however, that the adjustment to the Use Fee shall not exceed 4% in any one year.

Should any year's CPI percentage change be less than zero, the Use Fee shall not change from that of the prior year. If there is any change in the Index base (1984-82=100) or other modification of the Index, or if the CPI is discontinued, SPR shall select a similar index of comparable statistics on the cost of living for King County as shall be computed by an agency of the United States or by a responsible financial periodical or other recognized authority.

ARTICLE 8. SWYFS OPERATION AND SERVICES

8.1 Community Programming Offered. By entering this Agreement, SWYFS commits to continue providing beneficial Community Programming through childhood learning, student success, youth development for culturally and economically diverse families, and other free community programming and public access opportunities to under-represented and refugee communities. Each year during the Term, SWYFS shall provide agreed Community Programming. Community Programming is a required use of the Premises and Public Benefit Program Delivery Credits will not be provided for these activities except as are specifically approved in the Public Benefit Plan and Public Benefit Report.

With prior review and approval by SPR, Community Programming may change over time to meet newly identified demographic needs of the community and provide additional public benefit. The Superintendent will use reasonable discretion to determine whether any change in Community Programming continues to advance City policy and equity goals. Initially, Community Programming shall be within the following categories:

- a. Public Access. SWYFS will provide a minimum of forty (40) hours a week of free public access to the Premises (open to the public).
- b. SWYFS Staff. SWYFS will target and recruit from under-represented and refugee communities to participate in work parties, groups, and/or group activities to teach, demonstrate, and implement diverse cultural programming.
- c. Workshops. SWYFS will provide a minimum of sixty (60) hours of free workshops to low-income families per year on academics, parenting, citizenship, and other related programming. A minimum of 100 duplicated/75 unduplicated individuals will participate in the workshops, including both youth and adults.
- d. Community Event. SWYFS will host or participate in an annual community event to celebrate the diverse cultures of underrepresented communities and/or cultural special events. The event is anticipated to attract more than 200 participants of all ages.
- 8.2 SWYFS Operation Hours and Closure of Premises. SWYFS shall post its hours of operation and schedule of Community Programming in a place and manner on the Premises that is readily visible to the public. Subject to the prior written approval of the Superintendent, SWYFS may, for good cause, close the Premises or a portion thereof for a reasonable period during its regularly scheduled hours of operation.
- 8.3 Operations Report. SWYFS shall submit annually to SPR a report of operations, including a summary of Community Programming, maintenance of the premises, approved capital improvements, and other activities and uses of the Premises. This report will be in addition to other reports required by this Agreement, including the Public Benefit Report required in Section 6.2 and reports of subordinate uses and fundraising required in 23.2.

ARTICLE 9. CARE OF PREMISES

9.1 SWYFS' General Cleaning & Repair Obligation. During the term of this Agreement and any extension thereof, SWYFS, at no cost to the City, shall keep the Premises in a neat, clean, and sanitary condition and shall make all necessary repairs to the Premises, including those that may be required as a consequence of any structural defect in any wall, the foundation, or the roof of the Premises. SWYFS shall assume total responsibility for the maintenance and operation of the Premises, including but not limited to, the heating, ventilation, and electrical systems, glass, boiler and plumbing, and light fixtures, and the keeping all of the same in good and proper repair, and in accordance with all applicable statutes, City ordinances, and directions or regulations of the proper public authorities. SWYFS acknowledges that SPR shall not be required to make any repair of any kind to the Premises.

- 9.2 SWYFS' Custodial & Janitorial Services Obligation. SWYFS shall provide all custodial and janitorial services as may be required in and for the Premises and trash and litter pickup within one (1) foot of the Premises in all directions, in a manner and with a frequency consistent with SPR standards for such work.
- 9.3 SWYFS' Major Maintenance Obligation. SWYFS shall provide and be responsible for all major maintenance associated with the Premises, including but not limited to electrical and mechanical systems, painting, roof, all at no cost to the City. All major maintenance activity undertaken by or for SWYFS on the Premises shall be subject to review and approval, in writing, by SPR prior to its implementation. SWYFS shall ensure that as a consequence of its major maintenance activity, the Premises and improvements are preserved in good operating condition throughout the term of this Agreement, and that upon the expiration or earlier termination of this Agreement, the Premises and such improvements are turned over to the City in a condition that will not require the performance of any major maintenance with respect thereto for a period of at least two (2) years.
- 9.4 SWYFS' Preventive Maintenance Obligation. From and after the Commencement Date, SWYFS shall implement, at no cost or expense to the City, a preventive maintenance program that is consistent with SPR standards for such work. Such preventive maintenance shall include a systematic approach to regularly inspecting the equipment, machines, and other assets in the facility in order to reduce breakdowns and failures and to preserve the infrastructure and operating environment of the Premises. SWYFS' preventative maintenance program shall be subject to review and approval by SPR.
- 9.5 Joint Annual Inspection of Premises; Remedial Action Obligation. SWYFS shall participate in an annual inspection of the Premises with SPR and be responsible for taking any and all action that may be required to maintain and operate the Premises in accordance with SPR standards. SPR shall notify SWYFS ninety (90) days in advance of any proposed SPR standard changes that may affect SWYFS' obligations under this Agreement.
- 9.6 City Remedy upon SWYFS' Failure to Maintain Premises. In the event SWYFS fails to maintain the Premises in good order, condition, and repair, SPR shall give SWYFS notice to undertake such work as is reasonably required to maintain the Premises. In the event SWYFS fails to commence such work within ten (10) calendar days after SWYFS' receipt of such notice and to diligently prosecute it to completion, then SPR shall have the right at its option and in addition to all other remedies, to undertake such work and to invoice SWYFS for the costs incurred by the City in connection therewith. SPR shall have no liability to SWYFS for any damage, inconvenience, or interference with the use of the Premises by SWYFS as a result of the City's performing any such work.

ARTICLE 10. UTILITIES AND MAINTENANCE CHARGES

- 10.1 Responsibility for Utilities. During the term of this Agreement, SWYFS shall pay the costs associated with maintaining the Premises, including the costs of all utilities, utility meters, equipment, infrastructure, and costs and services to maintain the Premises. SWYFS will establish utility accounts with any applicable utility provider, including Seattle Public Utilities, City Light, and Puget Sound Energy so that bills will be sent to SWYFS directly for payment.
- 10.2 Interruption. City shall not be liable, and SWYFS hereby waives any claim against the City, for the interruption or failure of any utility service to the Premises, for any reason whatsoever.

ARTICLE 11. INDEMNIFICATION & INSURANCE

- Indemnification. SWYFS shall indemnify the City for and against any liability, claim, damage, cost or expense (including reasonable attorneys' fees) arising from or relating to the use and occupancy of the Premises and any portion thereof, and any act or omission of SWYFS or any of its officers, employees, agents, contractors, or volunteers on the Premises, and any claim by a third party arising from any of the foregoing; and in the event any suit or action is brought against the City, SWYFS, upon notice of the commencement thereof, shall defend the same, at no cost and expense to the City, and promptly satisfy any final judgment adverse to the City or to the City and SWYFS jointly; in the event the City determines one or more principles of governmental or public law are involved, the City retains the right to participate in such action. The above liability shall not be diminished by the fact, if it be a fact, that any death, injury, damage, loss, cost, or expense may have been, or may be alleged to have been, contributed to by the negligence of the City or its officers, employees, or agents; provided, that nothing contained in this section shall be construed as requiring SWYFS to indemnify the City against liability for damage arising out of bodily injury to a person or damage to property caused by or resulting from the sole negligence of the City or any of its officers, employees, or agents.
- 11.2 Survival of Indemnification Obligation. The indemnification obligations of SWYFS hereunder shall survive the expiration or earlier termination of this Agreement.
- 11.3 Insurance to be secured by SWYFS. Prior to the commencement of any activity on the Premises under this Agreement, SWYFS shall secure and shall thereafter maintain in full force and effect at no expense to City, insurance as specified in Exhibit B, Insurance Requirements.

ARTICLE 12. CITY'S CONTROL OF PREMISES & VICINITY

- 12.1 All common and other facilities provided by the City in or about the Premises, including parking areas, are subject to the exclusive control and management by the City. Accordingly, the City may do any and all of the following (among other activities in support of Parks and Recreation or other municipal objectives), all without incurring any liability whatsoever to SWYFS:
 - 12.1.1 Change of Vicinity. Increase, reduce or change in any manner whatsoever the number, dimensions and locations of the walks, buildings, and parking areas in the vicinity of the Premises;
 - 12.1.2 Traffic Regulation. Regulate all traffic within and adjacent to the Premises, including the operation and parking of vehicles of SWYFS and its invitees, employees, and patrons;
 - 12.1.3 Display of Promotional Materials. Erect, display and remove promotional exhibits and materials and permit special events on property adjacent to the Premises;
 - 12.1.4 Change of Businesses. Change the size, number, and type and identity of concessions, stores, businesses, and operations being conducted or undertaken in the vicinity of the Premises.

ARTICLE 13. ALTERATIONS OR IMPROVEMENTS

SWYFS shall not make any alteration, addition, renovation, or improvement in or to the Premises without first obtaining the prior, written consent of the Superintendent. All alterations, additions, renovations, or improvements that are made shall be at the sole cost and expense of SWYFS and shall remain in and be surrendered with the Premises as a part thereof at the expiration or earlier termination of this Agreement, or be removed from the Premises by SWYFS, at the sole discretion of SPR. SPR reserves the right to review and approve SWYFS' plans, specifications, and contractor for any and all such alterations, additions, renovations and improvements. SPR reserves the right to impose restrictions or conditions upon its consent to any aspect of the above work, including the requirement that SWYFS appropriately bond the same, as SPR may deem reasonably appropriate.

ARTICLE 14. DAMAGE OR DESTRUCTION

In the event the Premises are partially or wholly destroyed or damaged by fire, earthquake, or other casualty, it shall be optional with the City to repair or rebuild the same, and in the

meantime the use fees payable by SWYFS hereunder shall be abated in the same proportion as the unusable portion of the Premises bears to the whole Premises. Unless SPR, within sixty (60) calendar days after the occurrence of any such damage or casualty, gives notice to SWYFS of the City's election to restore the Premises, this Agreement shall terminate. If the City does not terminate this Agreement, it shall remain in full force and effect. The City shall not be required to repair or restore any damage or injury or to replace any equipment, inventory, fixture, or other personal property of SWYFS or others located on the Premises.

ARTICLE 15. CONDEMNATION

If any part of the Premises shall be taken or condemned, and a part thereof remains that is susceptible of occupation hereunder, this Agreement shall, as to the part so taken, terminate as of the date title shall vest in the condemner, and the use fee payable hereunder shall be adjusted so that SWYFS shall be required to pay for the remainder of the Term only such portion of the use fee as the number of square feet in the part remaining after the condemnation bears to the number of square feet of the entire Premises immediately prior to the condemnation; but in such event SPR shall have the option to terminate this Agreement by notice to SWYFS within thirty (30) days of the date when title to the part so condemned vests in the condemner. If part or all of the Premises is taken or condemned, all compensation awarded upon such condemnation or taking shall go to the City, and SWYFS shall have no claim to any of the same, and SWYFS hereby irrevocably assigns and transfers to the City any right to compensation or damages payable by reason of the condemnation of all or part of the Premises.

ARTICLE 16. COMPLIANCE WITH LAW

- 16.1 General Requirements. SWYFS, at no cost to the City, shall perform and comply with all applicable laws of the United States and the State of Washington; the Charter and Municipal Code of the City of Seattle; and rules, regulations, orders and directives of their administrative agencies and the officers thereof, as such enactments now exist or are hereafter enacted or promulgated. Whenever SWYFS is informed of any violation of any such law, ordinance, rule, regulation, license, permit or authorization committed by it or any of its officers, employees, contractors, subcontractors, agents or invitees, SWYFS shall immediately desist from and/or prevent or correct such violation.
- 16.2 Licenses and Other Authorizations. SWYFS, at no cost to the City, shall secure and maintain in full force and effect during the term of this Agreement, all required licenses, permits and similar legal authorizations, and comply with all requirements thereof, and shall submit to SPR evidence of SWYFS' satisfaction of all such requirements prior to the commencement of any modification of the Premises. SWYFS shall be responsible for payment

of all fees and charges incurred in obtaining any required permits or other governmental approvals and for obtaining a Certificate of Occupancy prior to the use or occupancy of any modified portion of the Premises.

- 16.3 Equality of Treatment. SWYFS shall conduct its business in a manner that assures fair, equal and nondiscriminatory treatment at all times in all respects to all persons without regard to race, color, religion, sex, age or national origin. Any failure to comply with this provision shall be a material breach of this Agreement.
- 16.4 Nondiscrimination. SWYFS shall comply with all state and local laws and ordinances prohibiting discrimination with regard to race, color, national origin, ancestry, creed, religion, political ideology, sex, sexual orientation, marital status or the presence of any sensory, mental or physical handicap. Consistent with that obligation, if SWYFS has three (3) or more employees during the term of this Agreement, the following provisions of SMC 20.44.040 shall be deemed to be incorporated herein:

During the performance of this Agreement, SWYFS agrees as follows:

SWYFS will not discriminate against any employee or applicant for employment because of creed, religion, race, color, sex, marital status, sexual orientation, political ideology, ancestry, national origin or the presence of any sensory, mental or physical handicap, unless based upon a bona fide occupational qualification. SWYFS will take affirmative action to ensure that applicants are employed, and that employees are treated, during employment, without regard to their creed, religion, race, color, sex or the presence of any sensory, mental or physical handicap. Such action shall include, but not be limited to the following: employment, promotion, demotion or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. SWYFS agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause. SWYFS will take affirmative action to ensure that all of its employees, agents and subcontractors adhere to this provision; provided, that nothing herein shall allow an employer to give preference in employment to members of his/her immediate family.

SWYFS will, upon the request of SPR, furnish to the Superintendent on such form as may be provided therefor, a report of the affirmative action taken by SWYFS in implementing the terms of this provision, and will permit access to SWYFS' records of employment, employment advertisements, application forms, other pertinent data and records requested for the purpose of investigation to determine compliance with these provisions.

If, upon investigation, the Superintendent determines that there is probable cause to believe that SWYFS has failed to comply with any of the terms of these provisions, SWYFS shall be so

notified in writing. The Superintendent shall give SWYFS an opportunity to be heard, after ten (10) days' written notice. If the Superintendent concurs that SWYFS has failed to comply with any of the terms of these provisions, the Superintendent may direct SPR to suspend or terminate this Agreement and evict SWYFS in accordance with law.

The foregoing provision shall be inserted in all sub agreements entered into under this Agreement.

ARTICLE 17. LIENS AND ENCUMBRANCES

SWYFS shall keep the Premises free and clear of any liens and encumbrances arising or growing out of its use and occupancy of the Premises. If, because of any act or omission of SWYFS, any mechanic or other lien or order for payment of money shall be filed against the Premises, SWYFS shall promptly notify the City of the same and, at SWYFS' sole expense, cause the same to be discharged or bonded within thirty (30) days after the date of notice of such filing. At the City's request, SWYFS shall furnish the City written proof of payment of any item that would or might constitute the basis for such a lien on the Premises if not paid.

ARTICLE 18. RECORDS, BOOKS AND DOCUMENTS FOR CITY ACCESS AND AUDIT

- 18.1 SWYFS to Maintain Books & Records. SWYFS shall maintain books, records, documents and other evidence of accounting procedures and practices which sufficiently and properly reflect all direct and indirect costs of any nature expended in the performance of this Agreement. These records shall be subject at all reasonable times to inspection, review, or audit in King County by personnel duly authorized by SPR, City, the Office of the State Auditor, and other officials so authorized by law, rule, regulation, or contract.
- 18.2 Audit Right to be ensured by SWYFS in Subordinate Use Arrangements. SWYFS shall ensure that such inspection, audit and copying right of the City is a condition of any license, contract or other arrangement under which any other person who is not an SWYFS employee or other entity is permitted to carry on a business or social service activity in, on or from the Premises.
- 18.3 Overpayments and Underpayments. In the event that through any audit, SWYFS is found to have made any overpayment or underpayment hereunder, the Superintendent shall notify SWYFS of the amount of the overpayment or underpayment. Any overpayment shall be a credit against any fees and charges subsequently due or shall be refunded to SWYFS, at its option; underpayments shall be immediately due and payable and shall be delinquent if not paid within ten (10) days after the date of such notice.

- 18.4 SWYFS to Assist City in Providing Data to State & Federal Governments. Upon the request of the City, SWYFS shall promptly provide, at SWYFS' sole expense, necessary data to enable the City to fully comply with any and every requirement of the state of Washington or the United States of America for information or reports relating to this Agreement and to SWYFS' use of the Premises.
- 18.5 Retention of Records. SWYFS shall retain all books, records, documents, and other material relevant to this Agreement for four (4) years after the expiration or termination of this Agreement, and make them available for inspection by persons authorized under this Agreement at such times and on such forms as the City may require. The provisions of this Article shall survive the expiration or earlier termination of this Agreement.

ARTICLE 19. ACCESS

SPR shall have the right to inspect the Premises at all reasonable times and enter the same for purposes of cleaning, repairing, altering, or improving the Premises but nothing contained in this Agreement shall be construed to impose any obligation on SPR to make any repair, alteration, or improvement. SWYFS shall not install any new lock or bolt on any exterior door without SPR's written consent. SPR shall have the right to show the Premises to other prospective users at its convenience.

ARTICLE 20. SIGNS OR ADVERTISING

- 20.1 SWYFS' Signs. SWYFS shall have the right upon written approval from SPR to install a sign on the Premises that identifies the same for SWYFS' purposes. Any such sign shall include the name of the Premises, the name of SWYFS, and shall be constructed in a style and size consistent with the signage policy adopted by SPR.
- 20.2 Bulletin Boards. SWYFS shall have the right to install bulletin boards within the Premises, and to display community-related notices, posters, and similar materials thereon as related to SWYFS' operation of the Premises under this Agreement.
- 20.3 No Other Signage on Premises. Other than the approved exterior signage and interior bulletin boards permitted by Subsections 20.1 and 20.2, above, SWYFS shall not inscribe, post, place, or in any manner display any sign, notice, picture, poster, or any advertising matter whatsoever anywhere in or about the Premises, without first obtaining SPR's written consent thereto. Any consent so obtained from SPR shall be with the understanding and agreement that SWYFS will remove the same at the expiration or earlier termination of the Term herein created and repair any damage or injury to the Premises caused thereby.

ARTICLE 21. WASTEFUL AND DANGEROUS USE

SWYFS shall not commit or allow any waste upon the Premises and will not do or permit to be done in or about the Premises anything that is inconsistent with this Agreement or the Park Code as now existing or hereafter amended or any activity that is inconsistent with the use authorized by this Agreement or that will be dangerous to life or limb, or that will increase any insurance rate upon the Premises.

ARTICLE 22. INSOLVENCY

Either (i) the appointment of a receiver to take possession of all or any part of the assets of SWYFS, or (ii) the general assignment by SWYFS for the benefit of creditors, or (iii) any action taken or suffered by SWYFS under any insolvency or bankruptcy act shall, if such appointment, assignment, or action continues for a period of thirty (30) days, constitute a breach of this Agreement by SWYFS, and SPR may at its election and without notice terminate this Agreement; and in that event, SPR shall be entitled to immediate possession of the Premises. In the event any provision of this Article is contrary to any applicable law, such provision shall be of no force or effect.

ARTICLE 23. SUBORDINATE USES

- 23.1 SWYFS Authorized to Permit Subordinate Uses of Premises. One of the major objectives of this Agreement, in addition to providing family and youth support services and meeting and office space for SWYFS is to provide a community meeting facility that shall be available to the general public. Accordingly, SWYFS shall have the right to allow the subordinate use of the Premises by other groups for small meetings and related activities without cost to the outside organization and without paying any of the fees described in 23.2. Such permitted subordinate use shall not include subleases, except as may be allowed under Section 23.3, and shall not be construed to convey possession of any part of the Premises to a third party.
- 23.2 SWYFS Fees for Subordinate Uses of Premises. SWYFS shall have the right to establish fees for the subordinate use of the Premises by one or more third parties. Such fees shall be consistent with fees charged by SPR to community groups for similar activities. SWYFS shall remit a report describing ten percent (10%) of any fee collected for use of the Premises by other groups to the SPR Contracts and Administrative Support Office (CASO), 300 Elliott Ave West, Suite 100, Seattle, WA 98119, or to such other place as SPR may hereafter designate within thirty (30) calendar days after the end of the fiscal year. This report can accompany the annual Public Benefit Report due. SPR will then invoice SWYFS for the value of the 10% fee and provide payment instructions on the invoice. The requirement to pay a part of fees collected for use of the Premises by other groups shall not apply to fundraising activities conducted by SWYFS, but the term "fundraising activities" shall not include the imposition of any fee or

charge for the use of the Premises by any person or entity other than SWYFS. Additionally, SWYFS shall deliver to SPR a report of all SWYFS fundraising activities undertaken during the preceding fiscal year. In no event can SWYFS convey occupancy or otherwise proport to lease space to a third-party user. Any agreement allowing subordinate use of the Premises must be terminable at will by SWYFS. The City reserves the right to require SWYFS to terminate any subordinate use agreement at any time the Superintendent determines, in the Superintendent's sole discretion, that such use is inconsistent with SPR's purposes.

- No Mortgaging or Transferring of Agreement or SWYFS' Interest Therein. Except for the uses permitted herein, SWYFS shall not lease, transfer, assign, mortgage, hypothecate or convey this Agreement or any interest therein, in whole or in part, or lease or license use or occupancy of the Premises or any part thereof or any of the rights or privileges or any portion of the Premises granted under this Agreement to any other person, firm or corporation without the prior written authorization of SPR, which authorization may be granted, withheld, or conditioned in each instance in the sole discretion of the Superintendent. This prohibition against transfers and assignments includes any transfer or assignment by operation of law. The rights and privileges granted hereunder, and the Premises are not assignable or transferable by any process or proceedings in any court, or by attachment, execution, proceedings in insolvency or bankruptcy, either voluntary or involuntary, or receivership proceedings. Any assignee approved by SPR must accept and assume in writing all the terms and conditions of this Agreement to be kept and performed by SWYFS. Any transfer of this Agreement from SWYFS by merger, consolidation, transfer of assets, or liquidation shall constitute an assignment for purposes of this Agreement. SPR consent to any assignment or transfer shall not operate as a waiver of the necessity for consent to any subsequent assignment or transfer, and the terms of such consent shall be binding upon any person or entity using or occupying the Premises by, under, or through SWYFS.
- 23.4 Fees Due to City for Subordinate Uses. Except for the subordinate uses permitted herein, if this Agreement is assigned or if the Premises or any portion thereof are occupied by any person or entity other than SWYFS, SPR may collect additional use fees and other charges than those that may be collected by SWYFS from such assignee or other party and may treat the amount collected as additional income above the use fees and other charges reserved hereunder, but such collection shall not constitute consent or waiver of the necessity of consent to such assignment or transfer, nor shall such collection constitute the recognition of such assignee or other party as a tenant or a release of SWYFS from the further performance of all of the covenants and obligations of SWYFS under this Agreement.

ARTICLE 24. TERMINATION

- 24.1 SWYFS Defaults in Performance Constitute Material Breach. In the event that SWYFS defaults in the performance of any of the terms, provisions, covenants, and agreements on SWYFS' part to be kept, observed, and performed under this Agreement; or if SWYFS abandons, deserts, vacates, or otherwise removes its operations from the Premises without the prior consent of the Superintendent, then, the City, at the option of the Superintendent at any time thereafter, may declare this Agreement to have been materially breached. Furthermore, if SWYFS becomes insolvent, makes a general assignment for the benefit of creditors, suffers or permits the appointment of a receiver for its business or assets, becomes subject to any proceeding under any bankruptcy or insolvency law whether domestic or foreign, or is wound up or liquidated, voluntarily or otherwise, such action shall constitute a material breach of this Agreement.
- 24.2 Process for Termination of Agreement.
 - 24.2.1 For Cause. Either party may terminate this Agreement in the event that the other party has materially breached this Agreement and such breach has not been corrected to the reasonable satisfaction of the dissatisfied party within thirty (30) days after notice of breach has been provided to such other party; provided, however, that if the nature of such party's obligation is such that more than thirty (30) days are required for performance, then such party shall not be in default if it commences performance within such thirty (30)-day period and thereafter diligently prosecutes the same to completion.
 - 24.2.2 For Reasons Beyond the Control of the Parties. Either party may terminate this Agreement without recourse by the other party where performance is rendered impossible or impracticable for reasons beyond such party's reasonable control, such as but not limited to: acts of nature; war or warlike operations; civil commotion; riot; labor dispute including strike, walkout, or lockout; sabotage; or superior governmental regulation or control.
- 24.3 Notice of Termination. Notice of termination pursuant to Subsections 24.2.1 and 24.2.2 shall be given by the party terminating this Agreement to the other party not less than five (5) days prior to the effective date of termination.
- 24.4 Re-entry by City Upon Termination. Upon the termination of this Agreement, the City may re-enter said Premises using such force as may be required. Notwithstanding such re-entry and anything to the contrary in this Agreement, in the event of the termination of this Agreement because of the material breach thereof by SWYFS, the liability of SWYFS for the use fees provided herein shall not be extinguished for the balance of the term of this Agreement.

- 24.5 Superintendent to Determine for City Existence of SWYFS Breach. The Superintendent shall have the right to determine, on the City's behalf, whether or not SWYFS has defaulted in the performance of its obligations hereunder or has otherwise materially breached any of the terms and conditions of this Agreement.
- 24.6 City Remedies Upon SWYFS Material Breach. In the event of the City's termination of this Agreement for cause, SPR, in addition to other rights or remedies that it may have, shall have the right to re-enter said Premises using such force as may be required and to make necessary alterations and repairs to restore the Premises to the condition desired by SPR, and authorize others to temporarily use and occupy the Premises. SWYFS shall pay to SPR, as soon as ascertained, the costs and expenses incurred by SPR in authorizing such other use and occupancy and in making such alterations or repairs.

ARTICLE 25. CANCELLATION

- 25.1 Notwithstanding any other provision of this Agreement, in the event SPR determines, at any time during the term of this Agreement, that the Premises are required for a park use, this Agreement shall be subject to cancellation by SPR upon one hundred (100) days' prior written notice to SWYFS.
- 25.2 In the event SWYFS determines, at any time during the term of this Agreement, that the Premises are no longer required for its use, this Agreement shall be subject to cancellation upon thirty (30) days' prior written notice by SWYFS to SPR.

ARTICLE 26. VACATING OF PREMISES

Upon the expiration or earlier termination of this Agreement, all right, title and interest of SWYFS in the Premises including but not limited to the improvements made thereto and fixtures installed therein, and all items acquired by SWYFS with grant funds provided by or through the City, shall vest in the City, without any action of either party hereto. Upon the expiration or earlier termination of this Agreement, SWYFS shall return the Premises, together with all SPR-approved capital improvements made thereto and fixtures installed therein, and all items acquired by SWYFS with grant funds provided by or through the City, in good order and condition, except for normal wear and tear, unless the City otherwise consents, in writing, to their removal by SWYFS. On or before the expiration or earlier termination of this Agreement, SWYFS shall remove from the Premises all items of personal property that are not to become the City's property pursuant to this Agreement. In addition, any subordinate use allowed under Article 23 is terminated and any third-party users must vacate the building.

ARTICLE 27. REMOVAL OF SWYFS PROPERTY IN PREMISES

Upon the entry into, or the taking possession of, the Premises following the expiration or earlier termination of this Agreement, SPR shall have the right but not the obligation, to remove from the Premises all personal property located therein, and may store the same in any place selected by SPR, including but not limited to a public warehouse, at the expense and risk of the owner(s) of such property, with the right to sell such stored property, without notice to SWYFS or such owner(s), after it has been stored for a period of thirty (30) days or more. The proceeds of such sale shall be applied first, to the cost of such sale; second, to the payment of the charges for storage, if any; and third, to the payment of any other sums of money that may be due from SWYFS to the City; the balance, if any, shall be paid to SWYFS.

ARTICLE 28. NOTICES

All notices, statements, demands, requests, consents, approvals, authorizations, offers, agreements, appointments, or designations under this Agreement by either party to the other shall be in writing and shall be sufficiently given if either served upon the other party or sent via the United States Postal Service, postage prepaid, certified mail, return receipt requested, and addressed as follows:

If to SWYFS:

Executive Director Southwest Youth & Family Services 4555 Delridge Way SW Seattle, WA 98106

If to the City:

Contracts Administration and Support Office Seattle Parks and Recreation 300 Elliott Ave W, Ste 100 Seattle, WA 98119

or to such other address as either party hereto may specify for itself in a notice to the other.

ARTICLE 29. MISCELLANEOUS

- 29.1 Captions. The paragraph and section headings hereof are for convenience only and shall not be used to expand or interpret the meaning of any part of this Agreement.
- 29.2 Partial Invalidity. If any term, covenant or condition of this Agreement or the application thereof to any person or circumstance shall, to any extent, be found or held to be invalid or unenforceable, the remainder of this Agreement, and the application of such term, covenant or

condition to persons or circumstances other than those as to which it is held invalid or unenforceable, shall not be affected thereby and each term, covenant or condition of this Agreement shall be valid and be enforced to the fullest extent permitted by law.

- 29.3 Binding Effect. The provisions, covenants, and conditions contained in this Agreement are binding upon the parties hereto and their legal representatives, successors, assigns and subsidiaries.
- 29.4 Applicable Law. This Agreement shall be interpreted under the laws of the State of Washington.
- 29.5 Jurisdiction & Venue. The jurisdiction and venue for any litigation between the parties regarding this Agreement or any question, claim, loss, or injury arising hereunder shall be laid in the Superior Court of the State of Washington for King County.
- 29.6 No Partnership or Joint Venture Created. The City does not by this Agreement, in any way or for any purpose, become a partner or joint venture of SWYFS in the conduct of its business or otherwise.
- 29.7 City's Remedies Cumulative. The City's rights under this Agreement are cumulative; failure on the part of the City to exercise promptly any rights given hereunder shall not operate to forfeit any such rights. The City shall also have any other remedy given by law. The use of one remedy shall not be taken to exclude or waive the right to use another.
- 29.8 Amendments. No modification of this Agreement shall be binding upon the City or SWYFS unless reduced to writing and signed by an authorized representative of each of the parties hereto.
- 29.9 Consumption of Alcoholic Beverages. SWYFS shall not permit the consumption of any alcoholic beverages on the Premises except as approved by the Superintendent in writing prior to any appropriate event.
- 29.10 Compliance with Funding Agreements. SWYFS shall comply with all provisions of the City agreements under which Community Development Block Grant funds and Enterprise Community funds are provided to SWYFS. A default under either of those agreements shall constitute a default and material breach of this Agreement.
- 29.11 Force Majeure. Any delay in or failure of performance by City or SWYFS shall not constitute a default hereunder if and to the extent the cause for such delay or failure of performance was unforeseeable and beyond the control of the party ("Force Majeure").

- 29.11.1 Acts of Force Majeure include, but are not limited to:
 - (1) Acts of God;
 - (2) Acts of war or public rebellion;
 - (3) Fire or other casualty for which Contractor is not responsible;
 - (4) Quarantine or epidemic;
 - (5) Strike or defensive lockout;
- (6) Unusually severe weather conditions which could not have been reasonably anticipated; and
- (7) Unusual and unforeseeable delay in receipt of supplies or products which were ordered and expedited and for which no substitute reasonably acceptable to City was available at the time the delay became foreseeable or at any later time when delay could have been avoided by prompt action.
- 29.11.2 The existence of more than a Force Majeure event on any single day shall not give cause for the extension of the period of performance beyond that one day.
- 29.12 No Third Party Rights. No term or provision of this Agreement is intended to be, or shall be, for the benefit of any person, firm, organization or corporation that is not a party hereto nor shall any person, firm, organization or corporation other than a party hereto have any right or cause of action hereunder.
- 29.13 Effectiveness of Agreement. This Agreement shall become effective as an Agreement only upon approval by the Seattle City Council and its execution by an authorized representative of each party.
- 29.14 No Waivers. No action other than a written document from the Superintendent specifically so stating shall constitute a waiver by City of any particular breach or default by SWYFS, nor shall such a document waive any failure by SWYFS to fully comply with any other term or condition of this Agreement, irrespective of any knowledge any City officer or employee may have of such breach, default, or noncompliance. City's failure to insist upon full performance of any provision of this Agreement shall not be deemed to constitute consent to or acceptance of such incomplete performance in the future to fully comply with any other term or condition of this Agreement, irrespective of any knowledge any City officer or employee may have of such breach, default, or noncompliance.

29.15 Appendices & Exhibits. The following documents whether or not attached hereto, are hereby incorporated into this Agreement as if set forth in full herein:

Exhibit A – Site Premises Map

Exhibit B – Insurance Requirements

Exhibit C – SWYFS Public Benefit Requirements

Exhibit D- SWYFS Public Benefit Plan and Report Form

29.16 Entire Agreement. This Agreement and all attachments and exhibits pertaining to same constitute the entire agreement and understanding of the parties with respect to the subject matter hereof. This Agreement supersedes all prior oral or written understandings, agreements, promises or other undertakings between the parties regarding the subject matter hereof. The parties to this Agreement acknowledge that it is a negotiated agreement, that they have had the opportunity to have this Agreement reviewed by their respective legal counsel, and that the terms and conditions of the Agreement are not to be construed against any party on the basis of such party's preparation of the same.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement the day and year first above set forth.

SOUTHWEST YOUTH AND FAMILY SERVICES	
Signed:	Date:
Steve Daschle, Executive Director	
NOTARY	
STATE OF WASHINGTON	
COUNTY OF	
On this day personally appeared before me to be the individual(s) described in and who executed the acknowledged that he/she/they signed the same as his/h deed, for the uses and purposes therein mentioned.	e within and foregoing instrument, and

Given under my hand and seal of office this day of _		20
Notary Public residing at		
Printed Name:		
My Commission Expires:		
CITY OF SEATTLE		
Signed:		
	creation	
NOTARY		
STATE OF WASHINGTON		
COUNTY OF		
On this day personally appeared before meto be the individual(s) described in and who executed the water acknowledged that he/she/they signed the same as his/her/	ithin and foregoing ins	trument, and
deed, for the uses and purposes therein mentioned.	their free and volunta	ry act and
Given under my hand and seal of office this day of _	,	20
Notary Public residing at		
Printed Name:		
My Commission Expires:		

EXHIBIT ASite Premises Map





EXHIBIT B

Insurance Requirements

I. INSURANCE

Provider shall procure and maintain during the full term of this Agreement, at no expense to the City, the insurance enumerated below. The City reserves the right to require the filing of evidence of insurance coverage to determine Provider compliance with these requirements.

- a) Commercial General Liability Insurance including:
 - -Premises/Operations Liability
 - -Personal/Advertising Injury
 - -Contractual Liability
 - -Independent Contractors Liability
 - -Stop Gap or Employers Contingent Liability
 - -Fire Damage Legal

Such policy or policies must provide the following minimum coverages and limits:

Combined Single Limit each Occurrence Bodily Injury and Property Damage

\$1,000,000	Each Occurrence
\$1,000,000	Personal & Advertising Injury
\$ 500,000	Fire Damage
\$1.000.000	General Aggregate

Stop Gap/Employers Liability:

\$2,000,000	Each Accident
\$1,000,000	Disease – Policy Limit
\$1,000,000	Disease – Each Employee

Umbrella Liability Insurance at a limit of \$5,000,000 per occurrence/aggregate – Total limit of Liability coverage \$6,000,000 per occurrence/\$7,000,000 aggregate.

Sexual misconduct liability Insurance at a limit of \$5,000,000 per occurrence/aggregate - CGL shall neither exclude nor sublimit sexual and/or physical molestation claims.

Each policy shall be endorsed (by a blanket endorsement or otherwise) to include The City of Seattle, its employees and agents as additional insured's; shall include a "Separation of Insured's" or "Severability of Interests" clause; and shall provide that its limits of liability shall not be cancelled without forty-five (45) calendar days prior written notice to the City, except for cases of non-payment of premiums, in which case prior notice shall not be less than ten (10) calendar days. In addition, Provider's insurance shall be primary and non-contributory to any coverage maintained by the City. The limits of such

insurance shall not, however, limit the liability of the contractor hereunder. Provider shall promptly notify the City when Provider becomes aware of any material reduction in the aggregate limits of any insurance coverage required under this Agreement.

Business Automobile Liability Insurance: A policy of Business Automobile Liability, including coverage for owned, non-owned, leased or hired vehicles and including cargo legal liability.

Such policy or policies must provide the following minimum limit:

Combined Single Limit each Occurrence Bodily Injury and Property Damage \$1,000,000

b) Worker's Compensation: Worker's Compensation as required by Washington State Law.

The limits of liability described above are minimum limits of liability only. Regardless of provisions to the contrary under the terms of any insurance policy maintained by SWYFS, the specification of any such minimum limits shall neither be (1) intended to establish a maximum limit of liability to be maintained by SWYFS regarding this Agreement, nor (2) construed as limiting the liability of any of SWYFS's insurers, which must continue to be governed by the stated limits of liability of the relevant insurance policies.

The City of Seattle as Additional Insured: The CGL insurance and, in addition, Excess and/or Umbrella liability insurance, if any, shall include "The City of Seattle, its officers, officials, employees, agents and volunteers" as additional insureds. SWYFS insurance shall be primary and non-contributory to any insurance maintained by or available to the City. The term "insurance" in this paragraph shall include insurance, self-insurance (whether funded or unfunded), alternative risk transfer techniques, capital market solutions or any other form of risk financing.

<u>Claims Made Form and Deductibles:</u> If any insurance policy is issued on a "claims made" basis, the retroactive date shall be prior to or coincident with the effective date of this Agreement. The policy shall state that coverage is "claims made," and state the retroactive date. Provider shall either maintain "claims made" forms coverage for a minimum of three years following the expiration or earlier termination of this Agreement, providing the City with a Renewal Certificate of Insurance annually; purchase an extended reporting period ("tail"); or execute another form of guarantee acceptable to the City to assure Provider's financial responsibility for liability for services performed.

Any deductible or self-insured retention must be disclosed on the required certificate and is subject to approval by the City. The cost of any claim payments falling within the deductible shall be the responsibility of Provider.

<u>Evidence of Insurance</u>: If evidence of insurance coverage is required, Provider shall provide the City's Risk Management Administrator and SPR with an original standard form ACORD Certificate of Liability Insurance with attached declaration pages signed by a licensed insurance agent or broker authorized to do business in the state of Washington, showing the insuring company and policy effective dates. The City reserves the right to obtain a copy of any policy required by this Agreement, including all forms and endorsements.

<u>Insurance Policy Rating:</u> All policies shall be issued by a company rated A-: VII or higher in the A.M. Best's Key Rating Guide and licensed to do business in the State of Washington (or issued as a surplus line by a Washington Surplus lines broker) and shall be subject to approval by the City.

EXHIBIT C

PUBLIC BENEFIT AND REPORTING REQUIREMENTS

Per appraisal conducted by Lamb Hanson Lamb Appraisal Associates, Inc, 2018 plus Consumer Price Index (CPI) adjustments, rent for 2020 is \$16,081/month or \$192,972 annually.

The Southwest Youth and Family Services (SWYFS) facility is managed by the Southwest Youth and Family Services, a 501(c)3 organization, through a long-term agreement with Seattle Parks and Recreation (SPR). The mutually beneficial relationship between SPR and SWYFS aligns with SPR's vision of creating "healthy people, healthy environment and strong communities."

SWYFS maintains the facility and also provides free or low-cost youth and community-based programs and services for culturally and economically diverse families. SWYFS expands the reach of SPR by providing services that SPR does not have the capacity to provide and by serving underserved communities.

The partnership with SWYFS saves the City annually in facility maintenance costs (2020 valued at \$84,814, the cost of a full-time SPR laborer for a facility of that size). In exchange, the City allows SWYFS to offset 100% of the rent value by requiring the organization to provide the value of rent (at a minimum) in public benefits for the community.

Public Benefit

Public Benefit for Southwest Youth and Family Services shall include free or low-cost youth and family programs and services; community events and activities; scholarships; volunteer hours, and community outreach to, and programming for, underserved communities. All of these services are included in the delivery of the public benefits outlined below. SPR-approved capital improvements by SWYFS beyond the required minor maintenance and repairs within the facility shall be reported and valued as public benefit.

Exhibit C: SWYFS Public Benefits Summary

SWYFS shall provide the services outlined in this agreement to Seattle's low-income and under-represented youth and families.

SWYFS Public Benefits Summary

Public Benefits Category	Description	Applicable Metric	Value of Services
Public Access	251 days per year/40 hours/week/50 weeks per year. Access includes public access to the facility and provision of social services, programs, classes/workshops, trainings, youth programs, community events and other activities at the facility. Examples of public access include access to SWYFS services; meeting space for community groups; restroom access for field users; free computer access in Family Resource Center.		Not valued
Programs	SWYFS will provide programming for almost 50 youth that includes: Education Center: Credit retrieval program for youth who have been expelled from or dropped out of school. Counseling: Individual, family and group behavioral health therapy offered at free or low cost to youth and families. Parent-Child Home Program (PCHP): Home social work visits for families with children aged two to four years and their parents to instruct parents on parent-child communication, developing good reading habits and socialization skills. Community Outreach: outreach to underserved schools and communities. Services include meeting with students, teacher and counselors, group counseling and support services. Outreach activities include meeting with school administrators and	Approx. 50 youth served	\$208,329

Public Benefits Category	Description	Applicable Metric	Value of Services
Community Outreach Events	teachers to describe services available. Scholarships: scholarships for lowincome youth, adults and/or families. These scholarships help individuals pay for educational expenses, transportation, registration fees, emergency expenses and other expenses related to their academic advancement and social, mental and physical well-being. Outreach to underserved schools and communities. SWYFS will provide services in a minimum of 5 schools and reach at least 100 students through programs and activities presented at the schools or in underserved communities. Services include meeting with students, teacher and counselors, group counseling and support services. Outreach activities include meeting with school administrators and teachers to describe services available. SWYFS' participation in free community events is considered a public benefit; events include Delridge Days, Back to School backpack giveaway	100 students 1 Community Event	\$500
Volunteer Service	*Volunteer time is available at SWYFS for board service, tutoring, mentoring, youth development, fundraising and event planning.	1,074 hours	\$35,463
Capital Improvements	The value of capital improvements beyond the required maintenance and repair completed by SWYFS will vary. Capital improvements must be reviewed by SWYFS and mutually agreed to by SPR and SWYFS in advance.	None planned for 2020	N/A
Total Public Benefit Prov			\$244,292
Public Benefit Required t			\$192,972
Public Benefit that Exceeds Requirement		\$51,320	

*Volunteer value may be reported as Public Benefit and valued at the most current rate for volunteers as listed under the National Value of Volunteer Time on the Independent Sector website: https://independentsector.org/wp-content/uploads/2018/04/value-of-volunteer-time-state-historical-2001-2019.pdf. The most current rate available at this time is year-end 2019, \$33.02 per hour.

Exhibit D: SWYFS Public Benefit Plan and Report Form

Attach report at signing

 $\frac{https://seattlegov.sharepoint.com/sites/pks/team/caso/Documents/Public%20Benefit%20Reporting%20Form%2020}{19.pdf?csf=1&e=7L229U\&cid=5a904320-11c7-483b-b0f2-85ac88941bc7}$

SUMMARY and FISCAL NOTE*

Department: Dept. Contact/Phone:		Executive Contact/Phone:	
Parks and Recreation	Joanne Orsucci/684-8001	Anna Hurst/733-9317	

^{*} Note that the Summary and Fiscal Note describes the version of the bill or resolution as introduced; final legislation including amendments may not be fully described.

1. BILL SUMMARY

a. Legislation Title: AN ORDINANCE relating to Seattle Parks and Recreation; authorizing the Superintendent of Parks and Recreation to execute, for and on behalf of the City, a Use, Occupancy and Maintenance Agreement with Southwest Youth and Family Services to provide family support center programs consistent with Seattle Parks and Recreation purposes.

b. Summary and background of the Legislation:

The proposed legislation authorizes the Superintendent of Parks and Recreation (SPR) to enter into a 10-year use, occupancy, and maintenance agreement with Southwest Youth and Family Services (SWYFS). Under the terms of the agreement, SWYFS will provide for the development and delivery of youth and community-based program initiatives to culturally and economically diverse audiences. The proposed agreement includes an option to extend the agreement for another 10 years at the mutual consent of both parties, with additions, modifications, or deletions as the Mayor or SPR Superintendent deems to be in the best interest of the City.

Background:

Ordinance #117950, adopted by the City Council on December 13, 1995, approved a 20-year lease agreement between SPR and SWYFS. This ordinance authorized SPR to contract with SWYFS "for the renovation of the old Delridge Community Center and its subsequent use by SWYFS for certain Family Support Center programs consistent with Parks and Recreation Department purposes." SWYFS ran a successful capital campaign and obtained grant funding assistance to raze the old community center and construct a new building on its foundation. The previous agreement allowed SWYFS to amortize up to \$1.2M of its capital investment for improvements at the site and was renewed on an annual basis while SPR reevaluated the new long-term lease arrangement and renegotiated public benefits. The current agreement includes a fair market rent valuation (\$192,972) that is offset entirely with public benefits in the form of free/reduced programming, scholarships, volunteer hours, and an annual community event. This offset enables SWYFS to provide additional human services programming support to the community.

SWYFS Services and Demographics:

For nearly 40 years SWYFS has been providing critical social and educational services to under-served families in southwest Seattle and the greater Seattle area. Incorporated as a 501(c)3 in 1980, SWYFS has worked to remove economic and systemic inequity barriers for Seattle's diverse communities . SWYFS is a vital resource for low-income and vulnerable children, youth and families, supporting more than 2,000 individuals annually with holistic, wrap-around services in the areas of education, youth development, behavioral health, and

family advocacy. SWYFS also provides referrals to families in need of services SWYFS does not directly provide.

- The SWYFS Education Center provides supportive, culturally responsive alternative education programs for youth struggling to complete their education in the mainline education system.
- The Youth Development programs primarily engage youth of color in educational and socially enriching programs from a culturally responsive lens to develop the confidence to navigate home and school cultures and promote academic success while supporting a strong racial ethnic cultural identity.
- The Youth Development New Futures programs offer services that help close the documented academic achievement gap for students of color.
- The Counseling Center is a hub for behavioral health and youth violence prevention services.
- Through the Family Resource Center, Family Advocates provide case management, act as
 cultural advocates, provide transportation and translation for school meetings to help parents
 maintain personal cultural identity, engage with youth and school administration, and
 navigate mainstream systems.
- The Parent-Child Home Program, offered through the Family Resource Center, is a research-based early childhood literacy and school readiness program that works with low-income families with children ages two and three not enrolled in a formal early learning program.

SWYFS has been a good steward of SPR's facility and has consistently met the terms of the agreement. Public benefits are provided through free or reduced programming, scholarships, volunteer service, and an annual community event. Below is a table summarizing demographic information about the communities SWYFS served in 2019:

Southwest Youth and Family Services (SWYFS): 2019 Data		
Total served 3,479 ¹	Counseling Center: 898 Education Center: 179 Family Resource Center: 652 New Futures: 1322 Parent-Child Home Program: 428	

Southwest Youth and Family Services (SWYFS): 2019 Data		
Income ²	Very Low Income: 76% Low Income: 8% Moderate: 1% Above Moderate: 0% Unknown: 15%	
Race/Ethnicity	African American/Other African: 23% Asian American: 8% Latino and Hispanic: 39% Multi-ethnic: 3% Native American: <1% Other: 9% Pacific Islander: <1% Unknown: 12% White: 6%	
Languages Spoken at Home	African (Somali, Amharic, Oromo, Tigrinya and others): 14% Arabic: 3% Asian (Cambodian, Vietnamese and others): 4% English: 29% Spanish: 29% Other: 2% Unknown: 19%	
Immigrant or Refugee?	Yes: 27% No: 36% Unknown: 37%	
Gender	Female: 51% Male: 48% Unknown/Other: <1%	

Southwest Youth and Family Services (SWYFS): 2019 Data		
Age Group	17 and Younger: 47% 18 and Older: 53%	

¹In the Family Resource Center and New Futures categories, the total numbers represent the total numbers of family members in the families served. In the Counseling Center, Education Center and Parent-Child Home Program Center, numbers represent the number of individuals either directly served or for whom a case file was opened, regardless of how many family members were served. This number represent some duplication as members are encouraged to enroll in multiple programs and may be counted more than once.

Financial Overview

The agreement is structured to allow SWYFS to offset the assessed fair market rent value with program delivery (public benefit) credits ("offsets"). SWYFS will calculate the offset annually based on the value of programming, scholarships, and volunteer hours. The annual fair market rent value use fee will be increased each year based on the previous year's Consumer Price Index rate of inflation measure. In the event that SWYFS is unable to provide public benefit services that fully offset the annual use fee, the contract stipulates that the balance of the use fee will be paid in cash or additional program services will be provided. Programming may change over time to meet newly identified demographic needs of the community.

a. Does this legislation create, fund, or amend a CIP Project? _____Yes _X__No 3. SUMMARY OF FINANCIAL IMPLICATIONS a. Does this legislation amend the Adopted Budget? _____Yes _X__No b. Does the legislation have other financial impacts to The City of Seattle that are not reflected in the above, including direct or indirect, short-term or long-term costs? No.

c. Is there financial cost or other impacts of *not* implementing the legislation? SPR would forego at least \$192,972 per year in annual rent in exchange for public benefits and community services for youth over the agreement term. There would be a cost for SPR or another City of Seattle agency to provide similar services, as well as a cost to SPR to take over major and routine maintenance of the facility. In 2020, routine maintenance is valued at \$84,814, which represents the cost of a full-time SPR laborer to maintain a facility of that size.

² SWYFS collects demographic data, but it is self-reported. For youth programs, they make assumptions based on serving youth that qualify for the free lunch program in Seattle Public Schools. Their demographic reporting meets the conditions outlined in their HSD contract.

4. OTHER IMPLICATIONS

a. Does this legislation affect any departments besides the originating department? Yes. The Human Services Department (HSD) administers the Youth Development New Futures program (formerly the Seattle Youth Violence Prevention Initiative) in Southwest Seattle. The Department of Early Education and Learning (DEEL) administers the Parent-Child Home Program (PCHP). This legislation enables SWYFS to continue offering these City-contracted services to the community from its current location in an SPR facility.

b. Is a public hearing required for this legislation? No.

- c. Does this legislation require landlords or sellers of real property to provide information regarding the property to a buyer or tenant?

 No.
- d. Is publication of notice with *The Daily Journal of Commerce* and/or *The Seattle Times* required for this legislation?
 No.
- e. Does this legislation affect a piece of property?

 Yes, please see Exhibit A in the Occupancy and Maintenance Agreement attachment to the Ordinance.
- f. Please describe any perceived implication for the principles of the Race and Social Justice Initiative. Does this legislation impact vulnerable or historically disadvantaged communities?

SWYFS serves low-income and underserved youth and families through multiple programs and there would be a significant disruption in services to youth if programs were no longer available to these communities.

- g. If this legislation includes a new initiative or a major programmatic expansion: What are the specific long-term and measurable goal(s) of the program? How will this legislation help achieve the program's desired goal(s)? $\rm N/A$
- h. Other Issues: None.

List attachments/exhibits below:



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: CB 120033, Version: 1

CITY OF SEATTLE

ORDINANCE	
COUNCIL BILL	

- AN ORDINANCE authorizing the Superintendent of Parks and Recreation to execute and accept from Seattle School District 1, on behalf of The City of Seattle, a Reciprocal Right of Entry License Agreement concerning Helene Madison Pool (Ingraham High School) and Southwest Teen Life Center and Pool (Chief Sealth High School).
- WHEREAS, The City of Seattle's Seattle Parks and Recreation Department ("City") and Seattle School District 1 ("District") have cooperated in shared use of grounds and facilities, including parking lots, at their adjacent facilities: Helene Madison Pool and Edward S. Ingraham High School, and Southwest Teen Life Center and Pool and Chief Sealth International High School, under separate reciprocal agreements entered into in 1958 and 2004 by the Board of Park Commissioners and the Seattle School Board of Directors ("Agreements"); and
- WHEREAS, the prior Agreements have expired, and both the City and the District wish to cooperate on shared access to their adjacent facilities; and
- WHEREAS, the District has expanded and remodeled Edward S. Ingraham High School and wishes to continue using Helene Madison Pool auxiliary parking lot for students and staff; and
- WHEREAS, the City wishes to continue using the parking lot at Chief Sealth High School for users of the Southwest Teen Life Center and Pool: and
- WHEREAS, the City has agreed to allow the District's use of the Helene Madison Pool auxiliary parking lot for parking during school hours, and the District will allow the City's use of a portion of the Chief Sealth High School parking lot for parking anytime during the day; and

File #: CB 120033, Version: 1

WHEREAS, the District and City appraised their properties and determined that parking access at Helene Madison Pool has equivalent value to parking access at Chief Sealth High School; and WHEREAS, the District and City wish to execute a new agreement to define terms, conditions, maintenance responsibilities, insurance, and liability protections for their mutual benefit, and establish a fixed term

BE IT ORDAINED BY THE CITY OF SEATTLE AS FOLLOWS:

and a method for extension or termination; NOW, THEREFORE,

Section 1. The Superintendent of Parks and Recreation ("Superintendent") or the Superintendent's designee is hereby authorized on behalf of the City of Seattle ("City") to execute a Reciprocal Right of Entry License Agreement ("Agreement") with Seattle School District No. 1 ("District"), substantially in the form of Attachment 1 to this ordinance.

Section 2. This ordinance shall take effect and be in force 30 days after its approval by the Mayor, but if not approved and returned by the Mayor within 10 days after presentation, it shall take effect as provided by Seattle Municipal Code Section 1.04.020.

Passed by the City Council the	day of		, 2021, and signed by
me in open session in authentication of its p	assage this	day of	, 2021.
	President	of the City Co	ouncil
	Approved /	returned unsigned /	vetoed
	this	day of	, 2021.

File #: CB 120	033, Version: 1	
		Jenny A. Durkan, Mayor
	Filed by me this	day of, 2021.
		Monica Martinez Simmons, City Clerk
(Seal)		
		License Agreement Concerning Ingraham High School and Helene ties Chief Sealth High School and Southwest Teen Life Center and

ATTACHMENT 1

RECIPROCAL RIGHT OF ENTRY LICENSE AGREEMENT

Concerning

Ingraham High School and Helene Madison Pool and Related Properties Chief Sealth High School and Southwest Teen Life Center and Pool

Parks to District and District to Parks

THIS RECIPROCAL RIGHT OF ENTRY LICENSE AGREEMENT ("Right of Entry Agreement" or "Agreement") is made between SEATTLE SCHOOL DISTRICT NO. 1, (hereinafter called "District"), and the CITY OF SEATTLE, acting through its SEATTLE PARKS AND RECREATION DEPARTMENT (hereinafter called "City" referring to the corporate entity, or "SPR" referring specifically to the department of the City), hereby grant to each other the right to occupy, maintain, and use the other party's property subject to the terms and conditions of this Right of Entry. Premises are legally described on Exhibit A, attached hereto.

Whereas, the District and SPR have previously cooperated in shared use of parking lots and grounds at their adjacent properties; and

Whereas, the District and SPR executed an agreement on July 1, 2004 allowing SPR to use a parking lot owned by District located at Chief Sealth High School ("Chief Sealth Property") to serve the Southwest Teen Life Center and Pool; and

Whereas, the District and SPR executed an agreement on April 18, 2017 allowing the District to use a parking lot owned by the City located at Helene Madison Pool ("Madison Property") to serve Ingraham High School; and

Whereas, both SPR and the District agree that the cooperative reciprocal use of the Chief Sealth Property and Madison Property has been mutually beneficial and desire to continue this use; and

Whereas, both the July 1, 2004 agreement and April 18, 2017 agreement have expired, the parties have agreed to enter into a new Right of Entry Agreement addressing the use of both properties; and

Whereas, the District and SPR agree to continue this mutually beneficial reciprocal use of the properties contingent on the continued delivery of mutual benefits to the District and its students and staff and to the City, its SPR users, and general public; and

Whereas, the District and SPR appraised the properties and determined that use rights for the Chief Sealth Property and Madison Property are of equivalent value and that exchange of rent is not required; and

Whereas, the District and SPR desire to enter into this Agreement in consideration for the mutual exchange of value in the form of reciprocal use rights for the Properties and associated public benefits to the District and the City; and

Whereas, the Seattle School Board, through policy 6882, has authorized the District to enter into a new Reciprocal Right of Entry License Agreement to continue its use and occupancy of the Properties per School Board; and

Whereas, the Seattle City Council, through Ordinance ______, has authorized SPR to enter into a new Right of Entry License Agreement to continue its use and occupancy of the Properties.

NOW, THEREFORE, District and SPR agree as follows:

I. **DEFINITIONS**

- A. "Chief Sealth Property" means the property comprising the parking lot of Chief Seattle High School described in Exhibit A, which is incorporated into this Agreement.
- B. "Madison Property" means the property comprising the parking lot of the Helene Madison Pool described in Exhibit B, which is incorporated into this Agreement.
- C. "Properties" means the Chief Sealth Property and Madison property together and "Property" means the Chief Sealth Property or Madison Property individually.
- D. "Parties" means the City and the District together and "Party" means the City or the District individually.
- E. "Owner" means the Party who owns and has jurisdiction over the Property. For purposes of this Agreement, the District is Owner of the Chief Sealth Property and the City is Owner of the Madison Property. When used without modifier, the Owner shall be a collective noun meaning both the District in its capacity as owner of the Chief Sealth Property and the City as owner of the Madison Property.
- F. "User" means the Party granted access to the Property under the terms and conditions of this Agreement. For purposes of this Agreement, the City is User of the Chief Sealth Property and the District is User of the Madison Property. When used without modifier, the User shall be a collective noun meaning both the District in its capacity as Party granted use rights to the Madison Property and the City in its capacity as the Party granted use rights to the Chief Sealth Property.
- G. "License" means a right to do something to or on another's property.

2. USE OF PREMISES

- A. The District hereby agrees to allow the City to use the Chief Sealth Property for SPR parking lot purposes for the Southwest Teen Life Center and Pool subject to the terms and conditions of this Reciprocal Agreement.
- B. The City hereby agrees to allow the District to use the Madison Property for parking lot purposes for Ingraham High School subject to the terms and conditions of this Reciprocal Agreement.

3. ACCESS TO PREMISES

For the term of this Reciprocal Agreement, District assures the City and the City assures the District that both vehicular and pedestrian access to the Properties will continue and be equal to that existing at the time of the execution of this Agreement. If at any time during the term of this Agreement, either Owner makes alterations to its ownership of grounds adjoining its Property that have the effect of also altering access to its Property, Owner agrees to make reasonable efforts to incorporate access for the User comparable to that existing at the time of execution of this Agreement.

4. PARKING

a. Southwest Teen Life Center and Pool /Chief Sealth High School

The City shall have authority to allow general public use, District use or to schedule special use (such as group activities or special events) of the Chief Sealth Property, at its sole discretion. The District may schedule up to 30 events each year using as much of the Chief Sealth Property as required, provided notice and arrangements as further defined in this paragraph are followed.

Notice to SPR of planned events with appropriate details will be provided as is consistent with the Seattle Public Schools & Seattle Parks and Recreation Joint Use Agreement each year to both the Coordinator of the Southwest Teen Life Center and Pool and the Parks Joint Use scheduling staff person. SPR acknowledges that the District's Master Use Permit (MUP) governing the athletic field complex requires that Parking be available and that these MUP conditions may require closing some or all of the Property to SPR use during such events.

b. Helene Madison Pool/Ingraham High School

The District shall be allowed to use the Madison Property, including 185 parking stalls, for eight hours per day, 185 days per year for use by Ingraham High School students and staff, subject to such restrictions as the District may place on student and staff use (the eight hours per day restriction corresponds with school hours, Monday through Friday and 185 days per year corresponds with the school calendar). The Madison Property will be available to the general public using Helene Madison Pool, on a space-available basis during school hours. The Madison Property will be open and available for use by the general public using Helene Madison Pool or visiting the park grounds

during park hours except for normal school hours. In addition, the District anticipates requesting the use of stalls six Friday evenings a year.

5. BUSINESS PURPOSE

Each Property is to be used by the User only for parking and access to adjoining facilities and events, and for circulation, including the pedestrian circulation, staff parking, and service deliveries. The Properties may be used by User for no other purpose. Any change in use shall require the District or SPR Ownership approval, which shall not be unreasonably withheld.

6. TERM

The term of this Agreement shall be 30 years and shall commence on the first day the agreement is fully executed ("Commencement Date") and shall terminate 30 years from the commencement date ("Termination Date"). This Agreement may be extended for another 30 years upon mutual consent of the Parties. Either Party shall notify the other in writing at least 180 days prior to the termination date of its intention to request extension of this Agreement.

7. INSPECTION AND ALTERATIONS

In their capacity as User, the District and SPR have had access to both Properties, have inspected the Properties, and accept the Properties "AS IS" in their present condition. The User may alter and improve the Property at their expense, consistent with its permitted use, and with advance approval by the Owner. User work may be undertaken only after obtaining written approval from the Owner and making all arrangements the Owner determines is necessary to accommodate work, including provisions for access, delivery of materials, interruption of utility service, and noise. The Owner may withhold approval for any alterations which have been determined to adversely affect the Owner's operations.

EXCEPT in the case of an emergency affecting the Property, notice shall be given by the User to the Owner sixty (60) days prior of intent to make any alteration that could impact use of the remainder of the school building and grounds. Alteration plans must be provided to the Owner and specifications for any alterations, additions, renovations or improvements to the Property.

During the term of this Agreement, the Owner shall have the right to enter and inspect the Properties at all times.

No alterations, additions, renovations or improvements in or to the Property shall be made without first obtaining the written consent of the Owner of that Property. All alterations, additions, renovations and improvements shall be at the sole cost and expense of the User and shall become a part of the real property and belong to the Owner and shall remain in and be surrendered with the Property as a part thereof at the termination of this Agreement, or be removed from the Property by the User at the sole discretion of the Owner. The User further agrees to indemnify, defend, and hold the Owner and the Property free and harmless from, and against, any and all damages, injuries, losses, liens,

costs or expenses (including attorneys' fees) incurred, claimed or arising out of said work. Owner reserves the right to review and approve the User's plans, specifications and contractor and, further, the Owner reserves the right to impose such restrictions or conditions upon its consent to the above work, including the requirement that the User appropriately bond the same, as the Owner may deem reasonably appropriate.

The User acknowledges and agrees that the Owner shall have no obligation whatsoever to make any alterations, additions, renovations or improvements to the Property or to determine if any alterations are necessary in order for the User conduct its business. If any federal, state, or City department or agency determines that certain alterations, additions, renovations or improvements are required to permit the User to use the Property for its business purpose(s), the Owner shall have no obligation to make such changes. If the User is unable, in its sole judgment, to make such changes, then this Agreement shall be terminated. In such case, the Owner may, at its option, decide to require the User to leave in place any alterations, additions, renovations or improvements or remove any portion or all, at the User's cost.

8. SIGNS OR ADVERTISING

With Owner approval, the User may install signage on the Property to identify User programs and activities, and to provide information or notice of regulation for the orderly operation thereof.

The Owner and User shall cooperate in placing signage that identifies the Property as a User facility and directs the public thereto.

9. MAINTENANCE and UPKEEP of the PREMISES

The User shall be responsible for all maintenance, repair, and day-to-day upkeep of the Property, except for damages caused by the Owner, its agents, employees, customers, visitors and invitees. The User shall employ qualified personnel for maintenance, who shall be licensed, if such is required by applicable law or ordinance.

In the event the User fails to maintain the Property in good order, condition and repair, the Owner shall give the User notice to do such acts as are reasonably required to so maintain the Property. In the event the User fails to commence such work within ten (10) days of notice and to diligently prosecute it to completion, then the Owner shall have the right, at its option and in addition to all other remedies, to do such acts and expend such funds to maintain the Property and to invoice the User and the User shall reimburse the Owner for reasonable costs incurred. The Owner shall have no liability to User for any damage, inconvenience or interference with the use of the Property by the User as a result of performing any such work. Nothing herein shall require the User to maintain the Property in a better condition than that of the average District or SPR facility of an equivalent type.

10. COMPLIANCE WITH LAWS and WITH DISTRICT POLICIES

The User shall comply fully with all federal and state statutes and City ordinances and comply fully with all Seattle School Board policies now or hereafter in force with

respect to the Property and the User's activities thereon provided that such policies are consistent with current laws or regulations.

11. OWNER USE OF PREMISES

The Owner may request use of the Property or portion thereof for Owners activities through the application procedures of the Joint Use Agreement between SPR and Seattle Public Schools as described in Section 3 (Parking) of that agreement herein.

12. LIENS AND ENCUMBRANCES

User's use or occupancy of same. At the Owner's request, the shall furnish the Owner with written proof of payment of any item which, if not paid, would or might constitute the basis for such a lien on the Owner's property.

13. HAZARDOUS SUBSTANCES

The User shall not allow the use or storage of hazardous substances on the Property other than those reasonably necessary for operating the facility. In the event User brings into or uses hazardous substances on the Property, User shall, at its sole cost, dispose of all hazardous substances that it brings into the Property. User shall be responsible for complying with all federal, state and local laws and regulations regarding the handling and disposing of hazardous substances. In no instance shall User allow the release or disposal of hazardous substances in the Property, or in the remainder of the Owner's building, or grounds.

14. INDEMNIFICATION

- 14.1 User to Indemnify Owner: Except as provided in Paragraph 14.3 hereof, the User shall indemnify and hold the Owner harmless from any and all losses, claims, actions and damages suffered by any person or entity by reason of or resulting from any negligent, reckless, or intentionally wrongful act or omission of the User or any of its officers, employees, agents or invitees on the Property; and if, as a consequence of any such act or omission, any suit or action is brought against the Owner, the User, upon notice of the commencement thereof, shall defend the same at no cost and expense to the Owner, and promptly satisfy any final judgment adverse to the Owner; provided that in the event the Owner determines that one or more principles of governmental or public law are involved, the Owner retains the right to participate in such action.
- 14.2 The indemnification provided pursuant to paragraph 14.1 hereof, shall not apply to the extent of the indemnitee's negligence.
- 14.3 Prorating of Costs and Expenses in Event of Joint Liability: In the event that both parties are held to have been or agree to be treated as having been jointly liable in any suit arising out of their acts or omissions under this Agreement, the costs and expenses arising therefrom shall be prorated between the parties according to the relative degrees of their liability.

- 14.4 Waiver of Immunity and Liability Limitations Regarding Industrial Insurance: For purposes of this Agreement only, each of the parties hereto specifically and expressly waives, with respect to the other, its immunity and limitations on liability under any industrial insurance legislation including but not limited to Title 51 RCW and acknowledges that this waiver was specifically entered into after mutual negotiation.
- 14.5 The indemnification obligations set forth in this Section 14 shall survive the expiration or earlier termination of this Agreement.

15. PROPERTY INSURANCE/LIABILITY

Parties acknowledge that both SPR and the District are self-insured, and the District does not require further evidence of insurance for purposes of this Agreement.

16. DAMAGE OR DESTRUCTION or DECLARATION AS SURPLUS

- In the event the Property are partially or wholly destroyed or damaged by fire, earthquake, or other casualty, neither the District nor SPR shall be required to repair or rebuild the same.
- In the event the Owner's property or the improvements thereon are damaged by fire, earthquake, act of war, or other extraordinary casualty to such an extent as to render the Property unusable the User may, at its option, repair or rebuild the Property or terminate this Agreement by written notice thereof to the Owner.
- 16.3 In the event that the Property are damaged in substantial part thereof or destroyed to such an extent that, in the opinion of the Owner, it is not practical to repair or rebuild, the Owner may terminate. In such event, Owner agrees to discuss replacement facilities in good faith.
- In the event the property is declared to be surplus; and the Owner decides to sell the property, this Agreement shall terminate.

17. EARLY TERMINATION

In the event Owner determines at any time during the term of this Agreement that the Property are required for Owner programs, this Agreement shall be subject to cancellation by the Owner upon ninety (90) days' written notice to the User.

18. SURRENDER OR REMOVAL OF IMPROVEMENTS

Upon expiration of this Agreement or subsequent extensions of this Agreement, the Property shall be surrendered to the Owner in good condition. At the sole discretion of the Owner, the Property may be required to be returned to its condition as a parking lot as it existed at the time of execution of this Agreement, at the expense of the User. Alternately, at the discretion of the Owner, all alterations, additions, renovations and improvements made by the User may become a part of the real property and belong to the Owner and may remain in and be surrendered with the Property as a part thereof at the termination of this Agreement or be removed from the Property by the User at no cost to the Owner. Removal of the improvements must not unreasonably disturb the remainder of the building or

grounds or leave the building or the grounds in a condition that could be hazardous or injurious to the public.

19. COST AND ATTORNEY'S FEES

If, by reason of any default or breach hereunder by the Owner or by the User, it becomes necessary to institute suit, the prevailing party in such suit shall be entitled to recover, as part of any judgment, such amount as the court shall determine reasonable attorney's fees for the prevailing party in such suit, together with taxable costs.

20. NONWAIVER OF BREACH

The failure of either party to insist upon strict performance of any of the covenants and agreements of this Agreement or to exercise any option herein conferred in any one or more instances shall not be construed to be a waiver or relinquishment of any such other covenant or agreement, but the same shall be and remain in full force and effect.

21. SUCCESSORS and ASSIGNMENT

All the covenants, agreements, terms and conditions contained in this Agreement shall apply to and be binding upon the District and SPR and their respective successors and assigns.

The User shall not transfer or assign this Agreement, in whole or in part, or sublet the Property or any part thereof.

22. NOTICES

All notices, statements, demands, requests, consents, approvals, authorizations, offers, agreements, appointments, or designations under this Agreement by either party to the other shall be in writing and shall be served upon the other party or sent by certified mail, return receipt requested, postage prepaid and addressed as follows, or to such other place as the Owner or SPR may designate from time to time.

To SPR, addressed to: Seattle Parks and Recreation Property Management 300 Elliott Avenue West; Suite 100 Seattle, WA 98119

To District, addressed to: Seattle School District Property Management Office, MS 23-365 PO Box 34165 Seattle, WA 98124-1165

23. MISCELLANEOUS

The paragraph and section heading hereof are for convenience only and shall not be used to expand or interpret the meaning of any part of this Agreement.

- 23.2 Time is of the essence in this Agreement.
- 23.3 If any portion of this Agreement shall be deemed void, illegal or unenforceable, the balance of this Agreement shall remain valid.
- 23.4 This Agreement shall be interpreted under the laws of the State of Washington.
- 23.5 The parties agree that the Superior Court of the State of Washington for King County shall have sole jurisdiction over any question, claim, loss or injury arising hereunder.

SEATTLE SCHOOL DISTRICT NO. 1	SEATTLE PARKS AND RECREATION
By:	By:
Title:	Title:
Date:	Date:

STATE OF WASHINGTON)	
COUNTY OF KING)	SS.
the person who appeared before me, and instrument, on oath stated that said persacknowledged it as the	isfactory evidence that is ad said person acknowledged that said person signed this son was authorized to execute the instrument and of SEATTLE PARKS AND pal Corporation, to be the free and voluntary act of such mentioned in the instrument, 20
	(Signature of Notary)
	(Signature of Notary)
	(Legibly Print or Stamp Name of Notary) Notary public in and for the state of Washington, residing at
	residing at My appointment expires
STATE OF WASHINGTON) COUNTY OF KING)	SS.
instrument, on oath stated that said per acknowledged it as the	ad said person acknowledged that said person signed this son was authorized to execute the instrument and of SEATTLE SCHOOL DISTRICT ration, to be the free and voluntary act of such corporation
Dated this day of	
	(Signature of Notary)
	Notary public in and for the state of Washington, residing at
	My appointment expires

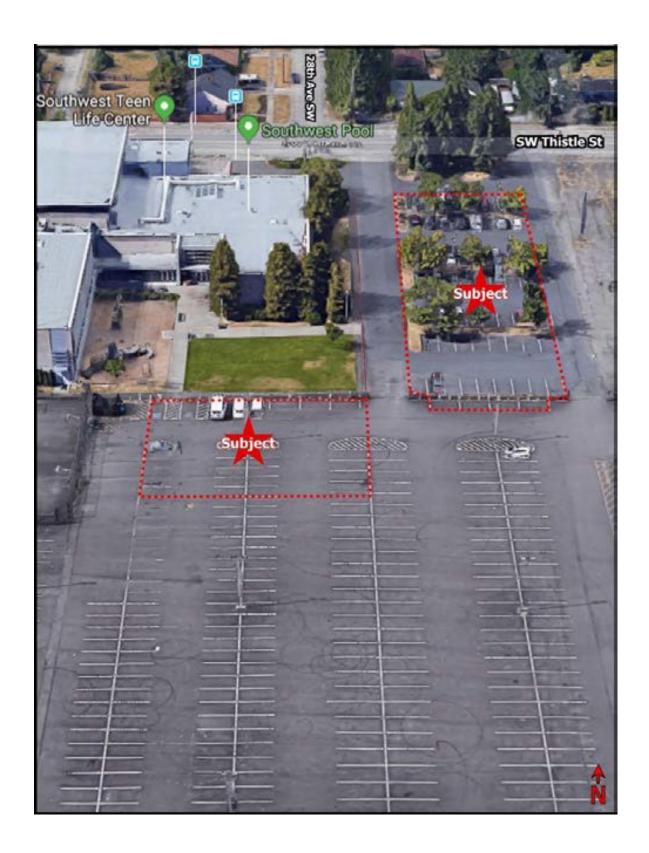
Exhibit A: Legal Description of Chief Sealth Parking Lot serving the Southwest Teen Life Center and Pool ("Chief Sealth Property")

The District hereby leases to SPR and SPR hereby leases from the District the grounds described as:

That portion of the southeast ¼ of the northwest ¼ of Section 36, Township 24 North, Range 3 East, WM, in King County, Washington, described as follows:

Beginning at a concrete monument at the northwest corner of said southeast ½; thence south 89°57'26" east along the north line of said southeast ½ a distance of 463.00 feet; thence south 0°02'34" west a distance of 30.00 feet to the south margin of SW Thistle Street; thence south 89°57'26" east along said south margin a distance of242.00 feet; thence south 0°02'34" west a distance of 258.00 feet to the true point of beginning; thence north 89°57'26" west a distance of 150.00 feet; thence south 0°02'34" west a distance of 71.75 feet; thence south 89°57'26" east a distance of 200 feet; thence north 0°02'34" east a distance of 71.75 feet, to a point which lies south 89°57'26" east, 50.00 feet from the true point of beginning; thence north 89°57'26" west a distance of 50.00 feet to the true point of beginning.

(Containing 14,350 square feet or .33 acres)



A-1

Exhibit B: Legal Description of Helene Madison Pool Parking Lot serving Ingraham High School ("Madison Property")

SPR hereby leases to the District and the District hereby leases from SPR the property described as:

That portion of the E ½ of the NE ¼ of the NE ¼ of the SE ¼ of Section 19, Township 26N, Range 4E, W.M., situate in King County, Washington, beginning at a point N 0°05'53" W 286.06 feet from the SW corner of said subdivision; thence continuing N 0°05'53" W along the west line of said subdivision 348.65 feet to the south margin of North 135th Street; thence S 89°52'35" E 302.84 feet along said south margin to an intersection with the west margin of Meridian Avenue North; thence S 0°04'05" E 140 feet along said west margin; thence N 89°52'35" W 200 feet; thence S 0°04'05" E 160 feet; thence S 64 °38'53" W 113.11 feet, to the true point of beginning.

(containing 60,432 square feet or 1.39 acre, more or less)



SUMMARY and FISCAL NOTE*

Department:	Dept. Contact/Phone:	CBO Contact/Phone:
Seattle Parks and Recreation	Lise Ward/733-9106	Anna Hurst/733-9317

1. BILL SUMMARY

Legislation Title:

AN ORDINANCE authorizing the Superintendent of Seattle Parks and Recreation to execute and accept from Seattle School District 1, on behalf of The City of Seattle, a Reciprocal Right of Entry License Agreement concerning Helene Madison Pool (Ingraham High School) and Southwest Teen Life Center and Pool (Chief Sealth High School).

Summary and background of the Legislation: This proposed legislation authorizes Seattle Parks and Recreation (SPR) to enter into a reciprocal agreement with the Seattle School District #1 (District) at Helene Madison Pool (Ingraham High School) and Southwest Teen Life Center and Pool (Chief Sealth High School). SPR and the District have cooperated in shared use of grounds and facilities, including parking lots, at many adjacent facilities. SPR and the District have shared parking at Helene Madison Pool and Ingraham High School; and Southwest Teen Life Center and Pool and Chief Sealth High School, under separate reciprocal agreements that have both expired.

Both SPR and the District would like to renew the agreements. The District has expanded and remodeled Ingraham High School and has requested continued use of the Helene Madison Pool auxiliary parking lot for students and staff. SPR would like to continue to use the parking at Chief Sealth High School for users of the Southwest Teen Life Center and Pool.

The new Reciprocal Right of Entry License Agreement will allow the District's use of the Helene Madison Pool auxiliary parking lot for parking during school hours and will allow the City's use of a portion of the Chief Sealth High School parking lot for parking anytime during the day. An appraisal was done to ensure that the value of the two parking arrangements was equal.

2. CAPITAL IMPROVEMENT PROGRAM	
Does this legislation create, fund, or amend a CIP Project?	Yes <u>X</u> No
3. SUMMARY OF FINANCIAL IMPLICATIONS	
Does this legislation amend the Adopted Budget?	Yes <u>X</u> No

^{*} Note that the Summary and Fiscal Note describes the version of the bill or resolution as introduced; final legislation including amendments may not be fully described.

Does the legislation have other financial impacts to The City of Seattle that are not reflected in the above, including direct or indirect, short-term or long-term costs? No

Is there financial cost or other impacts of *not* implementing the legislation? Without this agreement, SPR would have to pay for using District parking at the SW Customer Service Center and Pool.

4. OTHER IMPLICATIONS

- a. Does this legislation affect any departments besides the originating department? $N_{\rm O}$
- **b.** Is a public hearing required for this legislation?
- c. Is publication of notice with *The Daily Journal of Commerce* and/or *The Seattle Times* required for this legislation?

 No
- **d.** Does this legislation affect a piece of property? Yes, See maps attached.
- e. Please describe any perceived implication for the principles of the Race and Social Justice Initiative. Does this legislation impact vulnerable or historically disadvantaged communities? What is the Language Access plan for any communications to the public? This agreement will provide more parking for the Southwest Teen Life Center/Pool, which is located in a typically underserved community.
- f. Climate Change Implications
 - 1. Emissions: Is this legislation likely to increase or decrease carbon emissions in a material way?

No

2. Resiliency: Will the action(s) proposed by this legislation increase or decrease Seattle's resiliency (or ability to adapt) to climate change in a material way? If so, explain. If it is likely to decrease resiliency in a material way, describe what will or could be done to mitigate the effects.

No

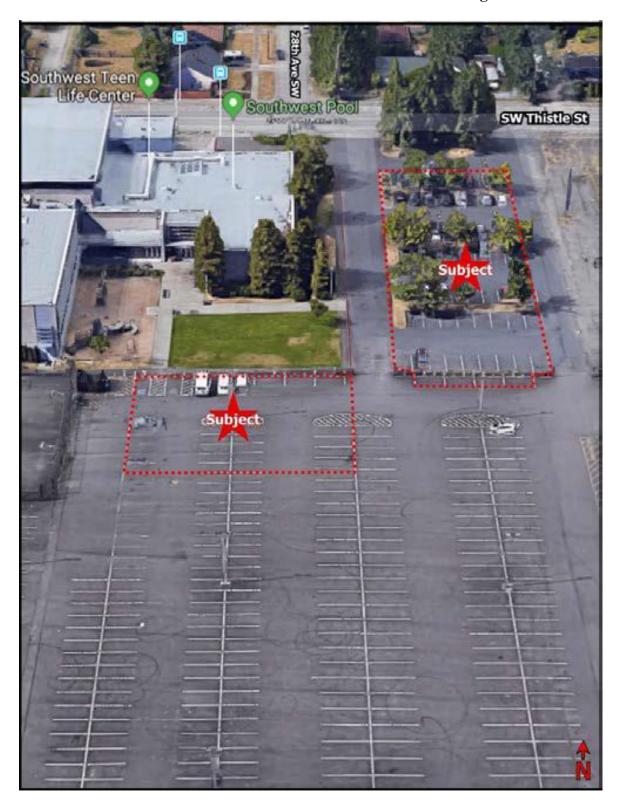
g. Program goals: N/A

List attachments/exhibits below:

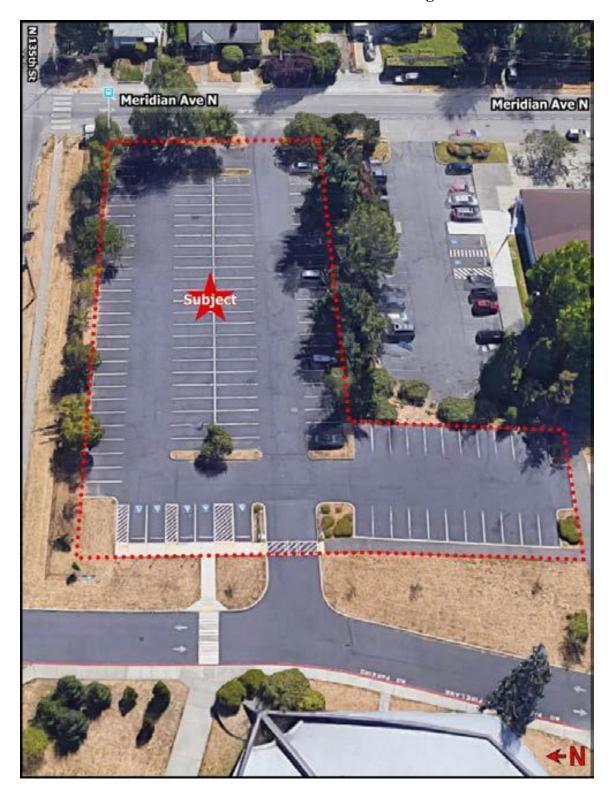
Summary Attachment A: Southwest Teen Life Center and Pool Parking

Summary Attachment B: Helene Madison Pool Parking

Summary Attachment A Southwest Teen Life Center and Pool Parking



Summary Attachment B Helene Madison Pool Parking





SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: Appt 01874, Version: 1

Appointment of Misha Y. Averill as member, Seattle Indian Services Commission Governing Council, for a term to June 30, 2023.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name:										
Misha Y. Averill										
Board/Commission Name:		F	Position Title:							
Seattle Indian Services Commission		N	Member							
El a la		nfirm	nation required?							
	⊠ Yes □ No									
Appointing Authority:	Term of Position	n: *	7/1/2020							
City Council			7/1/2020 to							
Mayor			6/30 /2024							
Other: SISC Governing Council			2023 HB							
		The second second	term of a vacant position							
Residential Neighborhood:	Zip Code:	Cont	tact Phone No.:							
Bellevue, WA	98005	3005								
Misha Y. Averill brings over eight (8) years of experience in the real estate-related industry to this position. Ms. Averill is currently a Commercial Real Estate Broker at Legacy Commercial, Bellevue, WA (2015 – present). Prior to her work at Legacy Commercial, Misha had extensive experience as a Paralegal, Executive Administrator/Legal Assistant in several legal firms in King County (DAL Law Firm and Marine View Law & Escrow). Ms. Averill's community & volunteer activities include: Northwest Parkinson's Foundation; Native Action Network (Empowering women to be leaders in their communities and beyond & encouraging civic engagement and volunteerism); UW American Indian Studies Department; and President of Non-profit Olympic Hopefuls in the Sport of Inline Speed Skating. Ms. Averill will bring additional skills to the Commission in the area of real estate development and is a strategic thinker and problem-solver. This represents Ms. Averill's initial appointment to the Seattle Indian Services Commission.										
Authorizing Signature (original signature):	Appointing 9	ignat	tory:							
Date Signed (appointed):	Claudia Kauf	man,	, Chair							
August 25, 2020	Seattle Indian Services Commission									

[&]quot;Therm begin and end date is fixed and ned to the position ond not the appointment date:

Misha Y. Averill

A passion for being a part of a team – A University of Washington graduate with Bachelor of Arts with a focus in International/Diversity Studies; seeking a long term position within commercial real estate that presents options for personal growth, challenges, while maintaining a healthy balance in work/life.

Qualifications

- Commercial Real Estate broker (5 years' experience)
- Superb Executive Assistant and Administration background (4 years' experience)
- Experience in City Development and tracking Land Use Code changes
- Able to handle heavy caseloads, event planning, calendaring, and meeting deadlines
- Enjoy meeting new people and new cultures; International experience in travel to 9 countries including Europe, Asia, and South America

Education

Rockwell Institute, Real Estate Licensing Course - Bellevue, WA

2018

Completed the required hours for WA State real estate license

University of Washington, College of Arts and Sciences - Seattle, WA

2009-2013

- Bachelor of Arts in American Indian Studies, with a Diversity minor
- Cumulative GPA: 3.3/4.0 Graduation date: June 2013
- Related course: Critical AIS issues on the UN declaration of Indigenous Rights, Indigenous Feminism, Indigenous film and Sovereignty visuals, and many Independent Studies working on various field case studies of AIS communities and issues
- Extracurricular Campus Activities: OMDA (Office of Minority Affairs) member, EOP(Equal Opportunity Program) participant, First Nations group at UW, and member of Alpha Delta Pi sorority

Puyallup High School - Puyallup, WA

2006-2009

- Cumulative GPA: 3.92
- Graduate top 99% of class of 555 students

Experience

Commercial Real Estate Broker, Legacy Commercial -Bellevue, WA.

9/2015- Present

- Asset management, leasing and legal matters
- Hire experts for projects, redevelopment, and tenant improvements
- Manage all acquisitions and sales of real estate properties in the US and Canada

Invoice and billings approval

Paralegal, DAL Law Firm -Normandy Park, WA.

4/2016-5/2017

- Client relations- verifying appointments and communicating updates on files via phone & in writing
- Drafting legal documents
- Case Management through follow-up communication with clients, lenders, and court trustee
- Drafting of master worksheets for the law firm
- Social Media updating and drafting of blog posts

Executive Administrator /Legal Assistant, Marine View Law & Escrow -Des Moines, WA.

8/2013-9/2015

- Assist with daily tasks and up-keep in the office and client's file and relations
- Office management: Greet clients, answer phones, calendaring, and follow-up calls
- Correspondences with clients i.e. send fax, emails, letters, and UPS/FedEx shipping drop-offs
- Personable and able to conduct professional client appointments
- Account management including taking payments, bank deposits, and Quickbooks entries
- Prepare large files including bankruptcy filing, HAMP- home loan modifications, and real estate cases

AVID Tutor, Puyallup School District - Puyallup, WA

1/2011-8/2013

- Work with all grade levels, and all subjects
- Must be knowledgeable in core studies and electives
- Superior problem solving skills and study habits

USA Team Member & National Speed Circuit (NSC) Athlete - Seattle, WA

8/2011 - 5/2015

- Overall US Champion 2014
- Competed in three World Championships, qualified for four championships
- USADA Athlete registered with the US Olympic Committee
- First Alternate for the World Games in 2013 in Colombia
- First Alternate for the Pan American Games in 2012 in Mexico

Certifications and Technical Skills

Superior communication skills- through arts and language - written and verbal

English (Fluent); Navajo Language (Conversational); French (Basic); Spanish (Novice- intro learning)

Computer skills- proficient in MS Office, Skyline, Photoshop, Adobe, Quickbooks, Lawpay, Clio, and Conflict-Data Base Social Media knowledge and management - including Facebook, Twitter, Instagram, Blogs, etc.

Honors/Awards/Scholarships

Award for Excellent Leadership from NAN Cohort	2018-2019
USA Team speed skater: 4 times represented Team USA as Overall Sprint Champion	2011-2014
University of Washington Dean's List, GPA 3.5 and above: 3.85	2013
University of Washington Dean's List, GPA 3.5 and above	2012
University of Washington OMDA/EOP Award Recipient- Robert and Nancy Knight Scholarship (\$3000)	2012
University of Washing ton Undergrad Grant Recipient (\$9366)	2012
Mary Gates Leadership Scholar and Scholarship (\$4000)	2012
Professional Olympic Caliber Athlete - USOC Elite Athlete Health Insurance	2012
Navajo Nation - Chief Manuelito Scholar (\$7000)	2011-2013
Washington State Indian Gaming Commission (\$2000)	2012
Washington State Indian Education for Higher Education Scholarship (\$1500)	2012
USA Roller Sports Scholarship - Higher Education (\$4000)	2012

Volunteerism

Northwest Parkinson's Foundation

5/2018

Volunteered for the annual fundraising gala

Native Action Network

4/2013 - Current

- Position: Youth Academy Coordinator and Communications Facilitator
- Promotions and Communications through all social medias
- Native American Women's Youth Leadership Conference organization and participant accommodation
- Empowering women to be leaders in their communities and beyond
- Encouraging civic engagement and volunteerism

University of Washington American Indian Studies Departmental Blogger

1/2013 - 6/2013

- Discussing Issues and current happenings of Indigenous peoples
- Reflecting on outside resources including all medias and social medias

President of Non-Profit for Olympic Hopefuls in the Sport of Inline Speed Skating

9/2011 - 1/2013

- Facilitated meetings and coordinated group events and goals
- Earned a place in Michelle Obama's Just Move Campaign
- Participated in the Washington State Games in 2012

References

Darcel Lobo, DAL Law Firm -Normandy Park, WA.

Filder Nelling Astion Nelling Co.

Iris Friday, Native Action Network -Seattle, WA.

Dave Benson, Great Lakes Skate Owner - Sterling Heights, Ml.

*Additional References Upon Request *Letters of Recommendation Upon Request

734

Seattle Indian Services Commission

Five (5) Members: Pursuant to Ordinance No. 103387, all members subject to City Council confirmation, 3-year terms:

- # City Council-appointed
- 1 Mayor-appointed
- 4 Other Appointing Authority-appointed (specify): Seattle Indian Services Commission's Governing Council

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
4	F	N/A	1.	Chair	Claudia G. Kauffman	11/01/16	10/31/19	2	Mayor
4	F	N/A	2.	Member	N. Iris Friday	11/01/17	10/31/20	5	Gov. Council
4	F	5	3.	Member	Colleen Echohawk-Hayashi	01/01/18	12/31/20	1	Gov. Council
4	M	N/A	4.	Member	Michael L. Reichert	12/01/19	11/30/22	1	Gov. Council
4	F	N/A	5.	Member	Misha Y. Averill	07/01/20	06/30/23	1	Gov. Council

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		1						1					
Council													
Other	1	3						4					
Total	1	4						5					

Key:

Diversity information is self-identified and is voluntary.

^{*}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



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: Appt 01875, Version: 1

Reappointment of Denise Moriguchi as member, Washington State Convention Center Public Facilities District Board, for a term to July 30, 2024.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name:									
Denise Moriguchi									
Board/Commission Name : Washington State Convention Center Public Fac	cilities District	Position Title: Member							
washington state convention center rubile ruc		firmation required?							
Appointment <i>OR</i> Reappointment		imation required:							
	Yes No								
Appointing Authority:	Term of Position:	. *							
City Council	7/31/2020								
Mayor	to								
Other: Fill in appointing authority	7/30/2024								
	☐ Servina remaini.	ng term of a vacant position							
Residential Neighborhood:		ontact Phone No.							
Georgetown	98108								
Background:	<u> </u>								
UWAJIMAYA (Family owned Asian Gift & Grocei	ry Retailer and Wh	nolesaler) in Seattle WA							
Uwajimaya President & CEO: March 2017 – pre	sent								
-Provide executive leadership for \$140MM busi	iness with 5 stores	and 450+ employees							
Uwajimaya President: 2016-2017									
-Led company's retail business and oversee 4 st	res: HR, finance, IT, marketing, maintenance								
Uwajimaya CFO: 2015 – present									
Uwajimaya Marketing Director – 2013 – 2015									
Bayer Healthcare – Consumer Care Division: Bro	and Manager, One	A Day: 2009-2011 Toronto, Ontario							
Bayer Healthcare – Consumer Care Division: Ass	sociate Brand Mgr	·, 2007-2009							
Bayer Healthcare – Consumer Care Division: Ass	sistant Brand Mgr,	, 2007-2008							
Education: MIT Sloan School of Management,	MBA. Cambridge,	MA 2005-2007							
Bowdoin College, BA in Economics and Asian St	udies. Brunswick,	ME 1994-1998							
Authorizing Signature (original signature):	Appointing Sign	natory:							
θ	Jenny A. Durkai	n							
Jenny A. Durken	Mayor of Seatt	le							
Date Signed (appointed): 1/15/21									

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

DENISE MORIGUCHI

UWAJIMAYA (Family-owned Asian Gift & Grocery Retailer and Wholesaler)

Seattle, WA

President & CEO

March 2017-present

- Provide executive leadership for \$140MM business with five retail store locations, wholesale business and real estate holdings and 450+ employees in the Pacific Northwest.
- Lead internal strategic planning & visioning initiatives and operations while also focusing on strengthening community and international relations.

President 2016-2017

 Led company's retail business – overseeing four store locations, HR, finance, IT, marketing, maintenance and retail central services.

CFO 2015-present

Oversee company's financial health, planning and reporting.

Marketing Director 2013-2015

- Refined customer target and marketing strategy.
- Developed online/social media strategy which included website redevelopment, implementation of SEO and SEM, and creation of new promotional campaigns through new online channels.

BAYER HEALTHCARE – CONSUMER CARE DIVISION

Toronto, Ontario (Canada)

Brand Manager, One A Day

2009-2012

- Led development of annual marketing plans and aligned cross-functional team, global business
 unit and external agencies around them to achieve three consecutive years of brand growth.
- Drove innovation pipeline and new product launch.

BAYER HEALTHCARE – CONSUMER CARE DIVISION

Morristown, NJ

Associate Brand Manager, Midol

2007-2009

• Assisted with the development and execution of the annual marketing plan.

Assistant Brand Manager, Alka-Seltzer Plus

2007-2008

 Managed and communicated day-to-day business performance including sales, forecasting, brand budget and P&L management, and category and competitive trend monitoring.

EDUCATION

MIT SLOAN SCHOOL OF MANAGEMENT

Cambridge, MA

BOWDOIN COLLEGE

2005-2007

DA' 5 ' L' A' C' L' DI'D ' K

Brunswick, ME

BA in Economics and in Asian Studies. Phi Beta Kappa, summa cum laude

1994-1998

OTHER

MBA

- Washington State Convention Center, Board Member 2017 to present
- Denise Louie Education Center, Emeritus Board Member
- AAA Washington, Board Member

Washington State Convention Center – Public Facilities District 2020

9 Members: Pursuant to RCW 36.100.020 and King County Ordinance 16883, 3 members subject to Seattle City Council confirmation, *4*-year terms:

- 3 Appointed by the Governor
- Appointed by the County Executive, confirmed by the County Council
- Appointed by the Mayor, confirmed by the City Council
 - 1 mayoral appointment must represent organized labor, except that this requirement does not apply to the initial board

Roster:

*D	**G	RD	Positio n No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Position	Appointed By
									Law:	
									Health,	
2	F	N/A	1.	Vice Chair	Deryl Brown-Archie	7/31/18	7/30/22	3	Insurance	County
6	М	N/A	2.	Chair	Frank K. Finneran	7/31/18	7/30/22	3	Hospitality	County
									Sports,	
									Events,	
6	М	7	3.	Member	Terry J. McLaughlin	7/31/20	7/30/24	3	Tourism	County
	_		_			_ / /	_ /- /- /- /	_		_
3	F	N/A	4.	Member	Susana Gonzalez-Murillo	7/31/20	7/30/24	3	Banking	Governor
									Law: Real	
6	М	7	5.	Member	Jerome L. Hillis	7/31/18	7/30/22	3	Estate	Governor
6	М	7	6.	Member	Craig Schafer	7/31/20	7/30/24	2	Hospitality	Governor
									0	
6	F	2	7.	Member	Nicole Grant	7/31/18	7/30/22	2	Organized Labor	Mayor
	1		7.	IVICITIBEI	THEORE GIAIR	7,31,10	7730722		Luboi	iviayor
2	М	2	8.	Member	Robert J. Flowers	7/31/18	7/30/22	3	Banking	Mayor
1	F	N/A	9.	Member	Denise Moriguchi	7/31/20	7/30/24	2	Banking	Mayor

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
Governor	2	1					1			2			
County Executive	2	1				1				2			
Mayor	1	2			1	1				1			
Total					1	2	1			5			

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



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: Appt 01876, Version: 1

Reappointment of Ron A. Chew as member, Seattle Public Library Board of Trustees, for a term to April 1, 2026.

The Appointment Packet is provided as an attachment.



City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: Ron A. Chew									
Board/Commission Name: Position Title:									
The Seattle Public Library Board of Trus	tees			Member					
		Council Con	firmat	ion required?					
☐ Appointment <i>OR</i> ☐ Reappoint	ment	Yes No							
Appointing Authority:	Date	Appointed:	Term	of Position: *					
Council	2/25/	²⁰²¹	4/2/2	021					
Mayor			to	1026					
Other: Fill in appointing authority			4/1/2	2026					
			□ Sei	rving remaining term of a vacant position					
Residential Neighborhood:	Zip C	ode:		act Phone No.:					
Beacon Hill	9814	4	N/A						
Background:									
Ron Chew was appointed to the Libra	ary B	oard by Mag	yor E	d Murray in September2016. Mr.					
Chew recently retired as executive d									
helping raise money to support a net			-	_					
American immigrants and refugees a									
of Chew Communications, where he									
and multimedia projects. He served a				•					
from 1991 to 2007, and served for m		•							
Examiner. Mr. Chew is author of the			_	=					
memoir documenting a personalized		•		=					
served on The Seattle Public Library									
emerging museums and cultural cent				1 0					
issues. Mr. Chew is a third generation the University of Washington.	JII SC	illicite and a	ı gradı	uate of Frankfill High School and					
	-1.	Annaintin	a Cian	o+ o.m					
Authorizing Signature (original signature		Appointin Jenny A. D		atory:					
Jenny A. Durker	\cdot)							
Jenny		Mayor of .	seattle						
$U \cup \bigcup$									

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

RON A. CHEW

Principal, Chew Communications, www.chewcommunications.com

Executive Director, International Community Health Services Foundation Direct private fundraising for largest Asian Pacific Islander health care organization in Washington state. Includes board development, building donor base, coordination of annual fundraiser and coordination of capital campaign for new Shoreline and Bellevue clinics
Principal, Chew Communications Head of Seattle-based consulting firm specializing in executive leadership, community-based oral history, writing, research, publication and capacity-building for community-based non-profit organizations.
Community-Scholar-In-Residence, University of Washington, Museology Graduate Program Teach classes on community-based museum model and relationship-based fundraising.
Executive Director, Wing Luke Asian Museum, Seattle Manage non-profit Asian Pacific American historical museum with 20 employees and over 70 volunteers. Includes exhibit and program development, fundraising, public relations, collections supervision and community outreach and audience development. Leadership of \$23 million capital campaign to build new Museum in Chinatown-International District
Confidential Secretary Washington State Commission on Asian Pacific American Affairs, Seattle Represented state agency at Asian Pacific American community meetings, planned programs and events, drafted correspondence, scheduled meetings, supervised student interns, performed secretarial duties.
Multicultural Program Coordinator Seattle Central Community College, Seattle Provided guidance and assistance to 10 student organizations, worked with students, faculty, staff and community to plan ethnic and cultural arts events and activities for the college. Helped develop strategies to enhance minority student retention and education.
Editor International Examiner, Seattle Managed and produced semi-monthly Asian American newspaper in International District. Included recruitment, training and supervision of 30 to 35 member volunteer staff, news and editorial writing, editing, design, layout, fundraising, promotion, and distribution.
Executive Director McKenzie River Gathering Foundation, Seattle Established and staffed Seattle office of Northwest public foundation. Included donor fundraising, grants review; assistance to non-profits; production of quarterly newsletter, grants report booklet and fundraising materials; developing regional mailing list; and coordinating funding board.
and fundatisting materials, developing regional maining list, and coordinating funding board.

- "Southeast Asian Voices," co-author with Ed Echtle, book of oral histories, published by National Asian Pacific Center on Aging, 2011
- "Years of Caring: The Story of Nikkei Concerns, "September 2010
- "Dim Sum: The Seattle ABC (American Born Chinese) Dream, by Vera Ing (Introduction and Editing), published July, 2010
- "Pacific Islander Voices, compiled book of oral histories for National Asian Pacific Center on Aging, 2010
- "Senior Stories" co-author with Ed Echtle, book of oral histories, published by National Asian Pacific Center on Aging, 2010
- "Community-Based Arts Organizations: A New Center of Gravity," monograph published by Americans for the Arts, Washington, D.C. 2009
- "Immigrants in America," co-edited with Kris Morrissey, published by Museums and Social Issues Journal, Fall 2008
- "International Community Health Services: A Documentary History 1973-2008, published by ICHS Foundation, Seattle 2008
- "Museums and Civic Dialogue: Case Studies from Animating Democracy," edited by Pam Korza and Barbara Schaffer Bacon. (Ron Chew introduction), Americans for the Arts, Washington, D.C. 2005
- "Taking Action: Advocates? Or Curators of Advocacy?", Museum News, March/April 2004
- "The Joy and Agony of Reviewing Grants," Museum News, September/October 2004
- "Crisis and Opportunity: Museums in the New Century Forum of Museum Directors," essay in bilingual book, National Museum of History, 2003, Taipei, Taiwan
- "Reflections of Seattle's Chinese Americans: The First 100 Years," co-authored with Cassie Chinn, University of Washington Press, Seattle, 2003
- "Collected Stories: The Rise of Oral History in Museum Exhibitions," Museum News, November/December 2002
- "Hum Bows, Not Hot Dogs: Memoirs of a Savvy Asian Ameican Activist" by Bob Santos, (Ron Chew introduction)
 International Examiner Press, Seattle 2002
- "In Praise of the Small Museum," Museum News, March/April 2002
- "Seattle's International District: The Making of a Pan-Asian American Community," by Doug Chin, (Ron Chew introduction), International Examiner Press, Seattle 2001
- "If Tired Hands Could Talk: Stories of Asian Garment Workers," executive producer and writer, 60 minute video documentary, Wing Luke Asian Museum, Seattle 2001
- "The Wing Luke Asian Museum: Gathering Asian American Stories," Chinese Historical Society of America, San Francisco, 2000
- "The History of the Cathay Post #186: The American Legion 1945-2000, introduction and editor, Seattle, WA, 2000
- "Finding Home in Chinatown: The Kong Yick Buildings," executive producer and writer, 58-minute video documentary, Wing Luke Asian Museum, Seattle, 1998

Seattle Public Library Board of Trustees

5 Members: Pursuant to RCW 27.12, City Charter Article XII, all members subject to City Council confirmation, 5-year terms:

- # City Council-appointed
- 5 Mayor-appointed
- # Other Appointing Authority-appointed (specify):

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
3	F	6	1.	Trustee	Carmen Bendixen	4/2/2020	4/1/2025	1	Mayor
6	М	7	2.	Trustee	Jay Reich	4/2/2019	4/1/2024	2	Mayor
2	М	2	3.	Trustee	W. Tali Hairston	4/2/2018	4/1/2023	1	Mayor
6	F	1	4.	Trustee	Kristi England	4/2/2017	4/1/2022	2	Mayor
1	М	2	5.	Trustee	Ron A. Chew	4/2/2021	4/1/2026	2	Mayor

SELF-	-IDEN	[FIED [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	3	2			1	1	1			2			
Council													
Other													
Total													

Key:

Diversity information is self-identified and is voluntary.

^{*}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



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: CB 120042, Version: 2

CITY OF SEATTLE

ORDINANCE	
COUNCIL BILL	

- AN ORDINANCE amending Ordinance 126237, which adopted the 2021 Budget, including the 2021-2026 Capital Improvement Program (CIP); changing appropriations within the Transportation Benefit District Fund; revising project allocations for certain projects in the 2021-2026 CIP; and lifting a proviso.
- WHEREAS, the Seattle City Council formed a Transportation Benefit District in 2010 and imposed a \$20
 - annual vehicle license fee that went into effect in 2011 for transportation purposes; and
- WHEREAS, the annual vehicle license fee was increased to a total of \$80 per year after Seattle voters approved a six-year measure called Proposition 1 in 2014 that expired at the end of 2020; and
- WHEREAS, Seattle voters approved a new Proposition 1 in November 2020 that relies solely on sales tax, thereby leaving only a \$20 annual vehicle license fee in effect; and
- WHEREAS, after the State Supreme Court struck down statewide Initiative 976's prohibition on Transportation Benefit District authority to collect vehicle license fees, the Council passed Ordinance 126234, increasing Seattle's annual Vehicle License Fee from the \$20 established in 2010 to \$40 in 2021 as pursuant to RCW 36.73.065 and 82.80.140; and
- WHEREAS, in Ordinance 126234, the Council expressed its intent that by April 1, the Seattle Department of Transportation (SDOT) develop a spending plan for the additional \$20 Vehicle License Fee through a "transparent, inclusive, and public stakeholder engagement process that includes input from the Move Seattle Levy Oversight Committee, the city's transportation boards and commissions, transit equity organizations, and community organizations, particularly those organizations representing communities that are disproportionately reliant on transit, and labor unions whose members are impacted by

File #: CB 120042, Version: 2

transportation investments, including Ironworkers, Building Trades, and Laborers"; and

- WHEREAS, the proviso in Council Budget Action BLG-042-B-001 specifies that, "Of the appropriation in the 2021 budget for the General Purpose BSL in Finance General, \$3.6 million is appropriated solely for transportation purposes and may be spent for no other purpose. Furthermore, none of the money so appropriated may be spent until authorized by future ordinance. Council anticipates that such authority will not be granted until the Seattle Department of Transportation has presented a spending plan for the additional vehicle license fee revenue after conducting a transparent, inclusive, and public stakeholder engagement process"; and
- WHEREAS, SDOT convened two meetings with representatives of the above-mentioned stakeholder groups, as well as members of the Transportation Equity Workgroup, hearing a desire for new VLF-funded infrastructure improvements that prioritize safety and accessibility for pedestrians in the most marginalized communities while also supporting training and employment opportunities in the trades; and
- WHEREAS, the Department of Transportation submitted the described spending plan to the City Council in conjunction with this ordinance, in accordance with BLG-042-B-001; and
- WHEREAS, the Council wishes to implement the described spending plan for 2021; and
- WHEREAS, following the unexpected closure of the West Seattle High Bridge in March 2020, the Council requested that the City Auditor review the Department of Transportation's spending and practices for maintaining the City's vehicle bridges; and
- WHEREAS, the City Auditor's report on bridges identified maintenance needs for bridges ranked as "poor" and "fair" condition under the Federal Highway Administration ranking criteria, to maintain facilities such as the 2nd Avenue South Extension Bridge, University Bridge, Ballard Bridge and Magnolia Bridge in working condition; and
- WHEREAS, the Department of Transportation highlighted the need for replacing aging components on

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moveable bridges to the Council and in media reports; and

WHEREAS, transportation corridors of regional significance, such as the Ballard Interbay Regional Transportation corridor, rely on Seattle bridge infrastructure to transport goods and people; and WHEREAS, the Council may wish to consider bond financing as part of its deliberations on the 2022 Budget; NOW, THEREFORE,

BE IT ORDAINED BY THE CITY OF SEATTLE AS FOLLOWS:

Section 1. The restrictions imposed by the following budget proviso, which limits spending on the following item, are removed because the conditions set forth in the proviso have been satisfied and they are no longer restrictions for any purpose:

Item	Department	2021 CBA	Proviso	Budget Summary
				Level
1.1	Finance	BLG-042-B-001	"Of the appropriation in the 2021	BO-FG-2QD00 -
	General		budget for the General Purpose	General Purpose
			BSL in Finance General, \$3.6	
			million is appropriated solely for	
			transportation purposes and may	
			be spent for no other purpose.	
			Furthermore, none of the money	
			so appropriated may be spent until	
			authorized by future ordinance.	
			Council anticipates that such	
			authority will not be granted until	
			the Seattle Department of	
			Transportation has presented a	
			spending plan for the additional	
			vehicle license fee revenue after	
			conducting a transparent,	
			inclusive, and public stakeholder	
			engagement process."	

Section 2. Appropriations for the following items in the 2021 Budget are modified as follows:

Item	Department	Fund	Budget Summary	Amount
			Level/BCL Code	

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2.1	Finance General	Transportation Benefit District Fund (19900)	General Purpose (19900-BO-FG-2QD00)	(\$3,600,000)
2.2	Seattle Department of Transportation	Transportation Benefit District Fund (19900)	Maintenance Operations (19900-BO-TR-17005)	\$250,000
2.3	Seattle Department of Transportation	Transportation Benefit District Fund (19900)	Mobility Operations (19900-BO-TR-17003)	\$725,000
2.4	Seattle Department of Transportation	*	Major Maintenance/Replacemen t (19900-BC-TR-19001)	\$1,350,000
2.5	Seattle Department of Transportation	Transportation Benefit District Fund (19900)	Mobility Capital (19900-BC-TR-19003)	\$1,275,000
Total				\$0

Section 3. Project allocations in the 2021-2026 Adopted Capital Improvement Program, which are backed by revenues, are modified as follows:

Item	Department	Fund	Budget	CIP Project	2021 CIP
			Summary Level/BCL	Name	Allocations (All Funds)
			Code		,
	Seattle Department of Transportation		Major Maintenance/ Replacement (19900-BC-TR -19001)	Sidewalk Safety Repair (MC-TR- C025)	, , , , , , , , , , , , , , , , , ,
	Seattle Department of Transportation	Transportation Benefit District (19900)	Mobility Capital (19900 -BC-TR- 19003)	Vision Zero (MC-TR-C064)	((\$3,531,320)) \$4,656,320
1	Seattle Department of Transportation	Transportation Benefit District (19900)	Mobility Capital (19900 -BC-TR- 19003)	SDOT ADA Program (MC- TR-C057)	((\$16,936,621)) \$17,086,621

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3.4	Seattle	Transportation	Major	Structures Major	((\$1,560,000))
	Department of	Benefit District	Maintenance/	Maintenance	\$2,410,000
	Transportation	(19900)	Replacement	(MC-TR-C112)	
			(19900-BC-TR		
			-19001)		

These modifications shall operate for the purposes of decreasing or increasing the basis for the limit imposed by subsection 4(c) of Ordinance 126237.

Section 4. The Seattle Department of Transportation Director is directed to provide to Council a list of transportation projects that could be funded by \$100 million of bond financing in 2022. At a minimum, the list shall include a title, short description, and cost estimate for each project. The list should identify the anticipated schedule of capital expenditure by project to inform when bond issuance would be necessary. The project list shall identify a minimum of \$75 million of bridge maintenance and bridge repair projects. The project list shall be delivered to Council in writing by September 30, 2021.

Section 5. This ordinance shall take effect and be in force 30 days after its approval by the Mayor, but if not approved and returned by the Mayor within ten days after presentation, it shall take effect as provided by Seattle Municipal Code Section 1.04.020.

Passed by the City Council the	day of		, 2021, and signed by
me in open session in authentication of its pa	ssage this	day of	, 2021.
	President	of the C	ity Council
Approved / returned unsigned / vetoe	d this	day of	, 2021.

	Jenny A. Durkan, Mayor			
Filed by me this	day of _			
		Monica Martinez Simmons, City Clerk		
(Seal)				

SUMMARY and FISCAL NOTE*

Department:	Dept. Contact/Phone:	CBO Contact/Phone:
SDOT	Bill LaBorde/206.484.8662	Christie Parker/206.684.5211

^{*} Note that the Summary and Fiscal Note describes the version of the bill or resolution as introduced; final legislation including amendments may not be fully described.

1. BILL SUMMARY

Legislation Title: AN ORDINANCE amending Ordinance 126237, which adopted the 2021 Budget, including the 2021-2026 Capital Improvement Program (CIP); changing appropriations within the Transportation Benefit District Fund; revising project allocations for certain projects in the 2021-2026 CIP; and lifting a proviso.

Summary and background of the Legislation: This legislation amends appropriations in the 2021 Adopted Budget for several programs and projects funded by a \$20 annual increase in Seattle Transportation Benefit District (STBD) Vehicle License Fees (VLF) due to the passage of Ordinance 126234 in November 2020. The Department of Licensing will commence increased revenue collections beginning July 1, 2021, producing approximately \$3.6 million in added transportation revenues for the remainder of 2021 and \$7.4 million in 2022. The 2021 Adopted Budget placed the 2021 appropriation for these funds in Finance General and specified that the funds cannot be spent until authorized by future ordinance; Council anticipated that such authority would not be granted until SDOT presents a spending plan after conducting a "transparent, inclusive, and public stakeholder engagement process." Per Council's intent, SDOT engaged with stakeholders and received guidance on the attached spending plan.

2. CAPITAL IMPROVEMENT PROGRAM

Does this legislation create, fund, or amend a CIP Project? X Yes ____ No

Project Name	Project I.D.	Project Location	Start Date	End Date	Total Project Cost Through 2026
Sidewalk Safety Repair	MC-TR- C025	Citywide	Ongoing	Ongoing	\$38,426,000
Vision Zero	MC-TR- C064	Citywide	Ongoing	Ongoing	\$36,183,000
SDOT ADA Program	MC-TR- C057	Citywide	Ongoing	Ongoing	\$85,550,000
Structures Major Maintenance	MC-TR- C112	Various	Ongoing	Ongoing	\$7,694,000

Notes: The total project costs above do not include costs associated with unsecured funding as identified in the CIP. Please also note that the attached CIP pages show this spending only through the year 2024, when the Levy to Move Seattle expires. These programs will receive

consideration for funding from this source beyond 2024 in a future CIP proposal process. As discussed with community-based stakeholders, while the new \$20 VLF will continue to be collected beyond 2024, the City has an interest in continuing the investments specified in this spending plan while also retaining flexibility to reallocate funding sources for high priority SDOT CIP programs in a future levy to maximize financial and leveraging opportunities.

3. SUMMARY OF FINANCIAL IMPLICATIONS

Does this legislation amend the Adopted Budget? _X_ Yes ____ No

	Genera	Fund \$	Other \$		
Appropriation change (\$):	2021	2022	2021	2022	
	\$0	\$0	\$0	\$0	
	Revenue to (General Fund	Revenue to Other Funds		
Estimated revenue change (\$):	2021	2022	2021	2022	
	\$0	\$0	\$0	\$0	
	No. of F	ositions	Total FTE Change		
Positions affected:	2021	2022	2021	2022	
	0	0	0	0	

Does the legislation have other financial impacts to the City of Seattle that are not reflected in the above, including direct or indirect, short-term or long-term costs? Yes; the legislation moves the appropriation authority from Finance General to SDOT and lifts a proviso.

Is there financial cost or other impacts of *not* implementing the legislation?

Several transportation safety and asset maintenance needs would go unmet without these additional appropriations and, in some cases, would result in increased long-term costs associated with deferred maintenance. Some of these funds may also increase leveraging opportunities for certain programs.

3.a. Appropriations

X This legislation adds, changes, or deletes appropriations.

Fund Name and	Dept	Budget Control	2021	2022 Estimated
number		Level Name/#*	Appropriation	Appropriation
			Change	Change
Transportation	Finance	General Purpose	(\$3,600,000)	\$0
Benefit District	General	(BO-FG-2QD00)		
Fund/19900				
Transportation	SDOT	Mobility-Capital	\$1,275,000	\$2,350,000
Benefit District		(BC-TR-19003)		
Fund/19900				

Transportation	SDOT	Major	\$1,350,000	\$2,759,000
Benefit District		Maintenance		
Fund/19900		/Replacement		
		(BC-TR-19001)		
Transportation	SDOT	Maintenance	\$250,000	\$511,000
Benefit District		Operations (BO-		
Fund/19900		TR-17005)		
Transportation	SDOT	Mobility –	\$725,000	\$1,482,000
Benefit District		Operations (BO-		
Fund/19900		TR-17003)		
TOTAL			\$0	\$7,102,000

^{*}See budget book to obtain the appropriate Budget Control Level for your department.

Is this change one-time or ongoing?

This action is a one-time appropriation of ongoing revenues. Appropriations for 2022 are anticipated to be included in the 2022 Adopted Budget.

Appropriations Notes: In addition to the above items, the spending plan for the new \$20 vehicle license fees also includes \$255,451 in 2022 for a strategic reserve. These reserves are not appropriated; however, they will be reflected in the spending plan for the STBD Fund (19900).

3.b. Revenues/Reimbursements This legislation adds, changes, or deletes revenues or reimbursements. 3.c. Positions This legislation adds, changes, or deletes positions.

4. OTHER IMPLICATIONS

- a. Does this legislation affect any departments besides the originating department?
- b. Is a public hearing required for this legislation?
- c. Is publication of notice with The Daily Journal of Commerce and/or The Seattle Times required for this legislation? No
- d. Does this legislation affect a piece of property? No
- e. Please describe any perceived implication for the principles of the Race and Social Justice Initiative. Does this legislation impact vulnerable or historically disadvantaged

communities? What is the Language Access plan for any communications to the public?

Transportation and community-based stakeholders, including members of SDOT's Transportation Equity Workgroup, advised that a majority of new VLF revenue be dedicated to investments and projects in neighborhoods facing a higher risk of displacement and lower access to opportunities (according to OPCD methodology) for at least the first four years of new revenue collections. This goal is reflected in the attached recommended spend plan.

f. Climate Change Implications

1. Emissions: Is this legislation likely to increase or decrease carbon emissions in a material way?

Consistent with stakeholder input, the recommended spend plan directs much of this new VLF revenue to projects that make it safer and easier to travel by biking, walking. and by transit, facilitating a shift away from fossil-fueled modes.

2. Resiliency: Will the action(s) proposed by this legislation increase or decrease Seattle's resiliency (or ability to adapt) to climate change in a material way? If so, explain. If it is likely to decrease resiliency in a material way, describe what will or could be done to mitigate the effects.

A significant share of this funding will be directed toward maintaining existing assets, such as bridges and roadway pavement, that may be increasingly impacted by higher temperatures and flooding associated with climate change.

g. If this legislation includes a new initiative or a major programmatic expansion: What are the specific long-term and measurable goal(s) of the program? How will this legislation help achieve the program's desired goal(s).

All of this funding will be allocated to existing programs, nearly all of which are measured by previously established goals. Many receive funding through the Levy to Move Seattle and are therefore measured through regular Levy reporting and reporting to the Levy Oversight Committee.

List attachments/exhibits below:

Summary Exhibit A – Spend Plan for \$20 VLF Effective in 2021

Summary Exhibit B – Sidewalk Safety Repair CIP Page

Summary Exhibit C – Vision Zero CIP Page

Summary Exhibit D – SDOT ADA Program CIP Page

Summary Exhibit E – Structures Major Maintenance CIP Page

Spend Plan for \$20 VLF Effective in 2021

				Evaluation Category			
Focus Area	Objective	2021 Amount	Projected Ongoing Amount	Equity Potential	Increase Safety and Reduce Risk	Proactive Asset Mgmt./Maintenance	Project Examples
Safe Streets	Make investments and improvements to the streets and communities experiencing the bulk of Seattle's serious crashes.	\$1,125,000	\$2,000,000 (28%)	Our approach to Vision Zero infrastructure investments is grounded in equity. We use data to determine our focus areas – streets and intersections with the most fatal and serious injury crashes. These locations often overlap with communities of color and vulnerable populations. Data show that Black people represent 12% of traffic fatalities but make up only 7% of the population.	While 2020 brought significant changes in the frequency and ways people traveled Seattle streets, people were still injured and killed, and our fatality trend is not on the right path. These funds will support action for safe streets.	Vision Zero's comprehensive approach to safety has contributed to crash reductions, and this approach includes investments in maintaining our aging infrastructure and the transportation network.	Vision Zero: working to end traffic deaths and serious injuries, focused on high-crash corridors
Safe Sidewalks	Make investments and improvements to help Seattle become the most walkable and accessible city in the nation.	\$1,025,000	\$2,050,000 (28%)	The sidewalk repair prioritization framework uses many factors, including race and social justice objectives, to help determine the best value to the community. The Move Seattle Levy targets remarking crosswalks every four years.	Improving accessibility for all pedestrians, including older adults and people with disabilities, is a key strategy. We want Seattle to be more walkable and accessible for people of all ages and abilities.	The 2017 citywide sidewalk condition assessment informed a proactive approach to our existing repair and maintenance program. With this data and beacon replacement locations we can	 Sidewalk repairs around SDOT Street trees Maintenance of solar-powered rapid flashing beacons and conversion of old, overhead crossing beacons to

						assess which repairs would provide the highest value improvements in safety and mobility at the lowest cost. With a goal to proactively remark crosswalks every four years, SDOT maintains these critical features to increase pedestrian safety and visibility.	rapid flashing beacons. Re-striping marked crosswalks New ADA curb ramps
Strong Bridges & Structures	Make proactive investments and reduce the maintenance backlog, extending the service life of bridges, and maintaining safe travel for all modes.	\$850,000	\$1,700,000 (24%)	All SDOT capital projects undergo a Racial Equity Analysis early in the planning phase. This includes recommendations on how projects can address existing RSJI issues and identify opportunities to improve RSJI implementation. We analyze project and infrastructure investments across the City to evaluate gaps in community needs. This process ensures that underserved communities are receiving capital investments fairly and equitably.	Making capital improvements to transportation infrastructure ensures these assets remain safe and available to the traveling public.	The City of Seattle owns, inspects, maintains, and/or operates 317 bridges. The average age of bridges in Seattle is 63 years old, which indicates that most of Seattle's bridges are approaching or have already exceeded their design life.	Major maintenance and rehab program for bridges, areaways and retaining walls

Active Transportation Maintenance	Make investments and improvements to maintain on-street and off-street bicycle facilities to promote safe, active transportation and reduced carbon emissions from vehicles.	\$350,000	\$700,000 (10%)	16% of Seattle households do not have a motor vehicle. Maintaining all ages and abilities bicycle infrastructure in parts of the city with lower car ownership will provide additional transportation choices for people. Additionally, using a bike instead of a motor vehicle for short trips will reduce travel emissions, reducing pollution for communities who already experience greater health, public safety, and economic disparities.	Policies that increase the number of people walking and biking appear to be an effective route to improving the safety of all roadway users. Greater safety for all road users may result from reaching a threshold of bicyclist volumes that compels motorists to drive more carefully.	SDOT's maintenance and operations program does not currently provide sufficient funding to prevent the decline of asset condition across all asset classes - including pavement, sidewalks and bike facilities. This fund source could address the addition of bike facilities that have continued to put additional pressure on SDOT's existing budget and level of	 Re-painting bicycle lanes Installing and replacing protective barriers between vehicles and cyclists Bicycle signal improvements Bicycle facility street sweeping
Planning Ahead	Plan for a future transportation system that addresses our values and goals for equity, safety, and sustainability.	\$250,000	\$500,000 (7%)	Work with the Transportation Equity Workgroup (TEW) in our planning efforts to ensure alignment between the Transportation Equity Framework and SDOT's capital and programmatic investment needs and priorities.	Planning efforts will identify opportunities to redesign streets and make other investments that improve the safety of our transportation system.	service delivery. Long-range transportation plans will address asset management/ maintenance investment needs and identify future capital asset needs to address system mobility for people who walk, bike, roll, ride transit, and drive vehicles.	Develop a citywide integrated transportation plan that nests updated modal plan elements under the umbrella of a single document

revenues to ensure fund availability for commitments if revenues decline.	\$2,600,000	\$7,200,000		amount of remaining funds for a strategic reserve — a standard best practice in the industry. • Will serve as a Revenue Stabilization reserve, building up to a target of 15% of annual revenue over 5 years to ensure program funding in the event of a future revenue decline.
	\$3,600,000	\$7,200,000		

The annual revenue is an estimate and is likely to fluctuate. Allocations will follow the percentages listed.

Sidewalk Safety Repair

Project No: MC-TR-C025 BSL Code: BC-TR-19001

Project Type: Ongoing BSL Name: Major Maintenance/Replacement

Project Category: Rehabilitation or Restoration Location: Citywide

Current Project Stage: N/A Council District: Multiple

Start/End Date: N/A Neighborhood District: Multiple

Total Project Cost: N/A Urban Village: Multiple

This ongoing project rehabilitates sidewalks damaged by street trees or where there are serious safety concerns as evidenced by claims, service requests, and potential City liability. The project includes opportunities for public/private partnerships with citizens, property owners, and businesses. Asset management principles are used to guide repair needs and establish priorities for maintaining the sidewalk (or walkway), curbs, curb ramps, and in some cases, a filler strip between the sidewalk and curb.

Resources	LTD thru 2020	2020 Cfwd	2021 Adptd	2021 Adj²	2021 Rev ³	2022	2023	2024	2025	2026	Total
Real Estate Excise Tax I	-	-	-	-	-		2,100	2,100	2,100	-	6,300
Real Estate Excise Tax II	6,790	303	=	-	303	-	644	1,100	-	-	8,836
School Camera Ticket Revenues	1,993	8	-	-	8	-	-	-	-	-	2,000
State Gas Taxes - City Street Fund	(57)	124	-	-	124	-	-	=	-	-	68
Transportation Funding Package - Lid Lift	990	-	-	-	-	-	-	=	-	-	990
Transportation Move Seattle Levy - Lid Lift	8,088	259	3,064	-	3,323	3,851	1,121	199	42	-	16,624
Vehicle License Fees (2021)	-	-	-	500	500	1,022	1,036	1,051	-	-	3,608
Total:	17,804	694	3,064	500	4,258	4,872	4,901	4,450	2,142	0	38,426
Fund Appropriations / Allocations¹	LTD thru 2020	2020 Cfwd	2021 Adptd	2021 Adj²	2021 Rev ³	2022	2023	2024	2025	2026	Total
Bridging The Gap Levy Fund	990	-	-	-	-	-	-	-	-	-	990
Move Seattle Levy Fund	8,088	259	3,064	-	3,323	3,851	1,121	199	42	-	16,624
REET I Capital Fund	-	-	=	-	-	-	2,100	2,100	2,100	-	6,300
REET II Capital Fund	6,790	303	-	-	303	-	644	1,100	-	-	8,836
School Safety Traffic and Pedestrian Improvement Fund	1,993	8	=	-	8	-	-	-	-	-	2,000
Transportation Benefit District Fund	-	-	-	500	500	1,022	1,036	1,051	-	-	3,608
Transportation Fund	(57)	124	-	-	124	-	-	=	-	-	68
Total:	17,804	694	3,064	500	4,258	4,872	4,901	4,450	2,142	0	38,426
	LTD thru	2020	2021	2021	2021						
Unsecured Funding	2020	Cfwd	Adptd	Adj ²	Rev ³	2022	2023	2024	2025	2026	Total
To Be Determined	-	-	-	-	-	-	-	-	1,800	-	1,800
Total:									1,800		1,800

Unsecured Funding Strategy: Funding for this program beyond 2024 is dependent upon a future voter approved levy.

O&M Impacts: This is a capital maintenance project that reduces the need for O&M by improving asset condition.

Vision Zero

MC-TR-C064 **BSL Code:** BC-TR-19003 Project No:

Project Type: BSL Name: Mobility-Capital Ongoing

Project Category: Improved Facility Location: Citywide

Current Project Stage: N/A **Council District:** Multiple

Start/End Date: N/A **Neighborhood District:** Multiple

Total Project Cost: Urban Village: N/A Multiple

Vision Zero is an approach to traffic safety, with the goal of ending traffic deaths and serious injuries. At the core of Vision Zero is the belief that death and injury on city streets is preventable. Collisions are often the result of poor behaviors and unforgiving roadway designs. This project approaches the problem from the angle of creating street designs that emphasize safety, predictability, and the potential for human error, and will complete 12-15 corridor safety projects over 9 years to improve safety for all travelers on our highest-crash streets. Corridors identified as part of the Move Seattle Levy include: 65th St., Rainier Ave S, 35th Ave SW, SW Roxbury St, Greenwood/Phinney, 1st Ave/1st Ave S, 12th Ave/12th Ave E, Aurora Ave N, Lake City Way, Sand Point Way, E Marginal Way, Airport Way, 35th Ave NE, 15th Ave NE, MLK Jr. Way S, and 5th Ave NE.

Resources	LTD thru 2020	2020 Cfwd	2021 Adptd	2021 Adj²	2021 Rev ³	2022	2023	2024	2025	2026	Total
Commercial Parking Tax	1,336	6	-		6	_	-	-	-	-	1,341
Federal Grant Funds	1,240	1,261	=		1,261	-	-	-	-	-	2,500
General Fund	538	10	=		10	-	-	-	-	-	548
Real Estate Excise Tax I	977	23	-		23	-	-	-	-	-	1,000
Real Estate Excise Tax II	252	10	-		10	-	-	-	-	500	762
State Gas Taxes - City Street Fund	29	-	-		0	-	-	-	-	-	29
To Be Determined	2	(2)			(2)						0
Transportation Funding Package - Lid Lift	62	-	-		-	-	=	=	=	-	62
Transportation Move Seattle Levy - Lid Lift	14,046	(4)	2,029		2,025	2,532	1,695	1,980	122	-	22,399
Transportation Network Company Revenue	-	-	200		200	-	-	-	-	-	200
Vehicle License Fees (2021)	-	-	-	1,125	1,125	2,044	2,072	2,101	-	-	7,342
Total:	18,481	1,303	2,229	1,125	4,656	4,576	3,767	4,081	2,252	2,660	36,183
Fund Appropriations / Allocations¹	LTD thru 2020	2020 Cfwd	2021 Adptd	2021 Adj²	2021 Rev³	2022	2023	2024	2025	2026	Total
Bridging The Gap Levy Fund	62	-	-	-	-	-	=	=	=	-	62
General Fund	538	10	200		210	-	-	-	-	-	748
Move Seattle Levy Fund	14,046	(4)	2,029		2,025	2,532	1,695	1,980	122	-	22,399
REET I Capital Fund	977	23	-		23	-	-	-	-	-	1,000
REET II Capital Fund	252	10	-		10	-	-	-	-	500	762
Transportation Benefit District Fund	-	-	-	1,125	1,125	2,044	2,072	2,101	-	-	7,342
Transportation Fund	2,606	1,266	-		1,264	-	-	-	-	-	3,870
Total:	18,481	1,303	2,229	1,125	4,656	4,576	3,767	4,081	2,252	2,660	36,183
Unsecured Funding	LTD thru 2020	2020 Cfwd	2021 Adptd	2021 Adj²	2021 Rev ³	2022	2023	2024	2025	2026	Total
	-	- Ciwa	Auptu -	- Auj	-	-	-	- 2024	0	2,572	2,572
To Be Determined Total:									0	2,572	2,572

Unsecured Funding Strategy: SDOT will evaluate deliverables, prioritize and scale projects to the extent feasible, and continue to pursue grant and partnership opportunities to resolve potential funding deficits. Funding for this program beyond 2024 is dependent upon a future voter approved levy.

O&M Impacts: SDOT has individual project budgets for the maintenance of painted markings, signage, signals, bridges and roadway structures, urban forestry, and sidewalks and pavement; these budgets are constrained by the availability of transportation specific and general funds. The SDOT Asset Management website (https://www.seattle.gov/transportation/about-sdot/asset-management) provides unconstrained operational cost forecasting by asset type, typical lifecycle and average maintenance cost ranges.

¹Funds are appropriated through the Adopted Budget at the Budget Summary Level. All Amounts shown above are in thousands of dollars

SDOT ADA Program

Project No: MC-TR-C057 BSL Code: BC-TR-19003

Project Type: Ongoing BSL Name: Mobility-Capital

Project Category: Improved Facility Location: Citywide

Current Project Stage: N/A Council District: Multiple

Start/End Date: N/A Neighborhood District: Multiple

Total Project Cost: N/A Urban Village: Multiple

This program is responsible for prioritizing and constructing curb ramps and accessible pedestrian signals (APS) and improving access to city facilities for those living with disabilities.

Resources	LTD thru 2020	2020 Cfwd	2021 Adptd	2021 Adj²	2021 Rev³	2022	2023	2024	2025	2026	Total
Commercial Parking Tax	73				-						73
Multimodal Funds	123	227	=	-	227	-	-	-	-	-	350
Real Estate Excise Tax II	6,819	3,662	=	-	3,662	-	-	-	3,805	-	14,285
School Camera Ticket Revenues	1,493	2,375	2,000	-	4,375	2,249	2,500	2,750	-	-	13,367
State Gas Taxes - City Street Fund	995	19	-	-	19	-	-	-	341	-	1,355
Transportation Move Seattle Levy - Lid Lift	14,673	1,982	5,072	-	7,054	9,169	9,195	8,563	-	-	48,654
User Fees	268	232	-	-	232	-	-	-	-	-	500
Vehicle License Fees (2021)	-	-	-	150	150	307	311	315	-	-	1,083
Vehicle Licensing Fees	1,478	708	660	-	1,368	731	753	765	788	-	5,883
Total:	25,922	9,205	7,732	150	17,087	12,456	12,759	12,393	4,934	0	85,550
Fund Appropriations / Allocations¹	LTD thru 2020	2020 Cfwd	2021 Adptd	2021 Adj²	2021 Rev³	2022	2023	2024	2025	2026	Total
Move Seattle Levy Fund	14,673	1,982	5,072	-	7,054	9,169	9,195	8,563	-	-	48,654
REET II Capital Fund	6,819	3,662	=	-	3,662	-	=	-	3,805	-	14,285
School Safety Traffic and Pedestrian Improvement Fund	1,493	2,375	2,000	-	4,375	2,249	2,500	2,750	-	-	13,367
Transportation Benefit District Fund	1,478	708	660	150	1,518	1,038	1,064	1,080	788	-	6,966
Transportation Fund	1,459	478	-	-	478	-	-	-	341	-	2,278
Total:	25,922	9,205	7,732	150	17,087	12,456	12,759	12,393	4,934	0	85,550
	LTD thru	2020	2021	2021	2021						
Unsecured Funding	2020	Cfwd	Adptd	Adj²	Rev ³	2022	2023	2024	2025 3,321	2026 10,713	Total 14,034
To Be Determined	-	_	_	-	_	_	_	_	.5 .571	10 / 13	14.034
Total:									3,321	10,713	14,034

Unsecured Funding Strategy: Funding for this program beyond 2024 is dependent upon a future voter approved levy.

O&M Impacts: SDOT has individual project budgets for the maintenance of painted markings, signage, signals, bridges and roadway structures, urban forestry, and sidewalks and pavement; these budgets are constrained by the availability of transportation specific and general funds. The SDOT Asset Management website (https://www.seattle.gov/transportation/about-sdot/asset-management) provides unconstrained operational cost forecasting by asset type, typical lifecycle and average maintenance cost ranges.

Structures Major Maintenance

Project No: MC-TR-C112 BSL Code: BC-TR-19001

Project Type: Ongoing BSL Name: Major Maintenance/Replacement

Project Category: Rehabilitation or Restoration Location: Citywide

Current Project Stage: N/A Council District:

 Start/End Date:
 N/A
 Neighborhood District:
 Multiple

 Total Project Cost:
 N/A
 Urban Village:
 Multiple

This program provides for major maintenance and rehabilitation of the City's bridges and structural assets that are maintained by the Roadway Structures Division. Examples of improvements that could be funded by this project include: electrical and mechanical upgrades of moveable bridge operating and control systems, repair of cracks and maintenance of concrete and steel structures, and site protection of bridge facilities.

Resources	LTD thru 2020	2020 Cfwd	2021 Adptd	2021 Adj²	2021 Rev³	2022	2023	2024	2025	2026	Total
Real Estate Excise Tax II	-	-	1,560	-	1,560	-	-	-	-	-	1,560
Vehicle License Fees (2021)	-	-	-	850	850	1,737	1,761	1,786	-	-	6,134
Total:	-	-	1,560	850	2,410	1,737	1,761	1,786	-	-	7,694
Fund Appropriations / Allocations¹	LTD thru 2020	2020 Cfwd	2021 Adptd	2021 Adj²	2021 Rev ³	2022	2023	2024	2025	2026	Total
				-		2022	2023	2024	2025 -	2026 -	Total 1,560
Allocations ¹		Cfwd	Adptd	Adj ²	Rev ³	2022 - 1,737	2023 - 1,761	2024 - 1,786			

O&M Impacts: Not applicable - does not create new assets.



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: CB 120045, Version: 1

CITY OF SEATTLE

COUNCIL BILL	

- AN ORDINANCE relating to the City Light Department; declaring certain real property rights to be surplus to the needs of City Light; and authorizing the General Manager and Chief Executive Officer of City Light to execute an easement agreement with King County, allowing the temporary use of a portion of City Light property to resolve the encroachment of an existing structure located on the west side of Boeing Field within the Northeast Quarter of Section 29 Township 24 Range 4 and the Southeast Quarter of Section 29 Township 24 Range 4.
- WHEREAS, City Light owns certain property between S. Myrtle St. and East Marginal Way S. in the Georgetown neighborhood of Seattle, on which City Light previously operated a flume for drainage of spent cooling water from the Georgetown Steam Plant to Slip 4 on the Duwamish Waterway until the flume was decommissioned in 2009 by City Light; and
- WHEREAS, City Light is planning to request City Council approval of the transfer of jurisdiction of a portion of this property to the Seattle Department of Parks and Recreation (SPR) and to the Seattle Department of Transportation (SDOT) as part of the required public benefit portion of City Light's petition to vacate a portion of Diagonal Ave. South; and
- WHEREAS, a recent survey performed by City Light has indicated that a fence, part of a storage yard, a floodlight, and part of a storage building on adjacent King County (KC) property encroach onto a small portion of this City Light property and likely have existed in their current location for many years; and
- WHEREAS, City Light and SPR have determined that it is in the interest of the City to resolve these encroachments prior to the jurisdiction for the property being transferred to SPR; and
- WHEREAS, KC has agreed to remove the fence and floodlight from City Light property at KC's expense in

File #: CB 120045, Version: 1

consideration for City Light providing KC a temporary easement for the 158 square foot encroachment by the corner of the storage building; and

- WHEREAS, City Light has determined it has no further utility use for the 158 square feet of the surface of this property and desires to grant KC a temporary easement for the building encroachment; and
- WHEREAS, the subsequent transfer of jurisdiction of the underlying property from City Light to SPR would then be subject to the terms of this temporary easement; and
- WHEREAS, the City Council has held a public hearing in accordance with the requirements of RCW 35.94.040; NOW, THEREFORE,

BE IT ORDAINED BY THE CITY OF SEATTLE AS FOLLOWS:

Section 1. After a public hearing and pursuant to RCW 35.94.040, those real property rights described and depicted in the temporary easement agreement attached to this ordinance as Attachment 1 are declared to be no longer required for electric utility service and are surplus to the City's needs.

Section 2. The General Manager and Chief Executive Officer of City Light, or designee, is authorized to execute and grant to King County, for and behalf of The City of Seattle, a temporary easement agreement, substantially in the form of Attachment 1 to this ordinance.

Section 3. This ordinance shall take effect and be in force 30 days after its approval by the Mayor, but if not approved and returned by the Mayor within ten days after presentation, it shall take effect as provided by Seattle Municipal Code Section 1.04.020.

Passed by the City Council the day of	, 2021, and signed by
me in open session in authentication of its passage this day of	, 2021.

ile #: CB 120045, Version: 1			
	President		
Approved / returned unsigned / veto	ed this day of _		, 2021.
	Jenny A. Durkan, Mayo		-
Filed by me this day of		, 2021.	
	Monica Martinez Simmo		-
Seal)			
Attachments: Attachment 1 - Temporary Easement Agree	ement		

Attachment 1- Temporary Easement Agreement

When recorded, return to: SEATTLE CITY LIGHT Real Estate Services 700 Fifth Avenue, SMT 3338 P.O. Box 34023 Seattle, WA 98124-4023

TEMPORARY EASEMENT FOR BUILDING ENCROACHMENT

Reference #:

Grantor: City of Seattle Grantee: King County

Short Legal:

Additional Legal Description: See Exhibit A Tax Parcel #: 7006700570, 2824049007

For good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, THE CITY OF SEATTLE, a Washington municipal corporation, acting by and through its CITY LIGHT DEPARTMENT ("Grantor"), hereby grants to King County, a political subdivision of the State of Washington, (Grantee), a temporary easement for an existing building encroachment for the purposes described below ("Easement") on the Grantor's real property described in Exhibit A (the "Property"). This Easement is appurtenant to and shall run with the land that makes up Grantee's property described in Exhibit B.

Except as otherwise set forth herein, Grantee's rights shall be exercised upon that portion of the Grantor's Property occupied by a portion of the Grantee's existing storage building as of the effective date of this Easement, ("the Building") as depicted in Exhibit C attached hereto, and no other portion of the Grantor's Property.

1. Purpose. Grantee and their current lessee, the Boeing Company ("Boeing"), shall have the right and privilege to use the Easement Area to accommodate that portion of the Building which encroaches onto the Property (the "Encroachment") as of the Effective Date of this Easement, and to perform maintenance and repair of the Building, but not for replacement, enlargement, extension, or expansion of the Building. Grantee's use of the Easement Area shall be limited to the term of the life of the Encroachment as a storage building within the existing footprint of the Building as of the effective date of the Easement, and such use shall be subject to and in accordance with the terms, conditions, and limitations set forth in this Easement. Grantee shall be responsible for ensuring that Boeing's, its successors' or assigns' use and occupancy of the Easement Area at

all times is limited by and complies in all respects with the terms and conditions of this Easement. The Grantor's intent is to permit the existence and use of the Encroachment for its life as a storage building within its existing footprint as of the effective date of this Easement, but to ultimately and permanently clear the Property of the Encroachment and Easement.

- **Additional Terms and Conditions.** Grantee and their successors, agents, and assigns, hereby agree to the following additional terms and conditions:
 - 2.1 This Easement is for the life of the Building only, and if: 1) the Building is damaged beyond fifty percent (50%) of its then-fair market value, 2) if the Building is wholly destroyed or demolished, or 3) if the Encroachment is otherwise partly or wholly removed from the Easement Area, then this Easement shall automatically terminate along with all rights of the Grantee or Boeing to use the Easement Area, and no further building or structure or portion thereof shall be permitted, constructed or erected within the Easement Area.
 - 2.2 The Encroachment shall not be modified or increased in footprint, area or height.
 - 2.3 Grantor shall not be liable for any injury or damage to persons or property arising by reason of the Encroachment being permitted to remain within the Easement Area or by Grantee's or Boeing's use and occupancy of the Building, including but not limited to the Encroachment, or by Grantee's or Boeing's use of the Easement Area.
 - 2.4 There shall be no storage, dumping, burying or transferring any hazardous substances, inoperable vehicles, chemicals, oils, fuels, flammable materials ("Hazardous Substances") or containers for said substances, within the Easement Area; provided that nothing herein shall prohibit the passage of vehicles containing or transporting Hazardous Substances across the Easement Area coincident to the ordinary and safe operation of said vehicles on Grantee's Property. Grantee, its successors, agents, lessees, and assigns shall comply with all environmental laws of the State of Washington or any other governmental subdivision or agency having regulatory authority over Grantor's Property with respect to Grantee's use of the Easement Area.
 - 2.5 Grantee and its successors and assigns assume all risk of loss, damage or injury which may result from its use of the Easement Area, or the use of the Easement Area by its agents, employees, invitees, contractors, subcontractors, lessees, permittees or licensees (each, a "Grantee Party" and collectively, the "Grantee Parties"). Grantee and its successors, and assigns shall indemnify and hold harmless Grantor from all claims, actions, or damages of every kind and description, which may accrue from or be suffered by reason of any Grantee Party's, use of or presence in the Easement Area, the performance of any Grantee Party work in connection with the allowed use, or any Grantee Party's exercise of any rights granted in this Easement; and in case of any such suit or action being brought against Grantor, or damages arising out of or by reason of any of the above causes, Grantee shall, upon notice of commencement of such action, defend Grantor at Grantee's sole cost and expense and will

fully satisfy any judgment after the said suit shall have been finally determined, if adversely, to Grantor, except to the extent of the sole negligence of the Grantor, its agents, or representatives.

- 2.6 Without limiting Grantee's obligations pursuant to Paragraph 2.5 of this Easement, Grantee shall indemnify and defend Grantor from any claims, damages, or liabilities arising directly or indirectly from Hazardous Substances that are released or discharged by Grantee or any Grantee Party related to their operations, use of or presence in the Easement Area, the performance of any Grantee Party work in connection with use of the Easement Area, or the exercise by any Grantee Party of any right granted by this Easement. The term "Hazardous Substances" includes all substances that are regulated under the federal Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA), the Solid Waste Disposal Act (SWDA) as amended by the Resource Conservation and Recovery Act (RCRA), The Toxic Substances Control Act (TSCA), and the Washington State Model Toxics Control Act (MTCA). The term "claims" related to released or discharged Hazardous Substances includes any claim that may be brought and any order that may be issued pursuant to one of the statutes listed above and associated regulations, and claims based upon common law causes of action for trespass, negligence, nuisance or other common law theories, claims for lost property value, claims for business losses, and claims for personal injuries arising from or related to Hazardous Substances.
- 2.7 Grantee shall at all times exercise its rights under this Easement in accordance with the requirements of all applicable statutes, orders, rules and regulations of any public authority having jurisdiction.
- 2.8 The Parties acknowledge that maintenance or repair of the exterior of the Building may be needed. In that event, Grantee may request Grantor's permission to enter Grantor's property immediately adjacent to the Easement Area to perform such necessary maintenance or repair to the exterior of the Encroachment portion of the Building. Grantor shall not unreasonably withhold such permission but may place reasonable restrictions on the timing, length, manner, and extent of Grantee's access. Such permission may be in form of a temporary permit or license, to be chosen by Grantor in its sole discretion.
- 2.9 Subject to the right of either party to use the dispute resolution process in Section 2.10, this Easement and all rights granted herein to Grantee shall automatically terminate in the event that: A) the Encroachment is in any way damaged, wholly destroyed, or removed from the Easement Area consistent with Section 2.1 of this Easement; or B) Grantee defaults on the obligations or violates any term or condition set forth in this Easement, and such default is not fully cured following thirty (30) days written notice from the Grantor to Grantee.
- 2.10 Grantor and Grantee agree to use their best efforts to resolve any disputes arising under this Easement using good-faith negotiations. Grantor and Grantee further agree to communicate regularly to discuss matters arising under this Easement and to prevent disputes

from arising. If a dispute cannot be resolved informally, then the Parties shall use the following dispute escalation process.

- A. **STEP ONE**. Grantor and Grantee shall each identify a representative and shall confer and attempt to resolve the dispute within ten (10) business days of written notification by either Party.
- B. **STEP TWO**. In the event that Grantor and Grantee are unable to resolve the dispute within ten (10) business days as provided in Step One, either Party may refer the dispute to the King County Airport Director and the Director of the City of Seattle Department having jurisdiction of the Property at the time or their designees. They shall confer and attempt to resolve the dispute within five (5) business days of receiving the referral.
- C. **STEP THREE**. In the event the King County Airport Director and the Director of the City of Seattle Department having jurisdiction of the Property at the time or their designees are unable to resolve the dispute within five (5) business days as provided in Step Two, either party may refer the dispute to the King County Executive and the Mayor of Seattle or their designees. They shall confer and attempt to resolve the dispute within five (5) business days after receiving the referral.

If the Parties are unable to resolve the dispute utilizing the process set forth in Steps One through Three above, the Parties may, by mutual agreement, choose to submit the matter to a non-binding mediator. The Parties shall share equally in the cost of the mediator. Neither Party shall have the right to seek relief in a court of law until and unless Steps 1-3 above are exhausted. Grantor may not issue a notice of default to Grantee until and unless Steps 1-3 above are exhausted.

- 2.11 At all times during the course of the conflict or dispute resolution efforts, the Parties shall diligently continue to perform their respective responsibilities under this Easement.
- 2.12 This Easement and all amendments thereof shall be governed by and construed in accordance with the laws of the State of Washington applicable to contracts made and to be performed therein, without giving effect to its conflicts of law provisions or choice of law rules. In the event of any litigation arising out of or relating to this Easement, the Superior Court of King County, Washington shall have the exclusive jurisdiction and venue. If the Parties litigate any controversy, claim, or dispute arising out of or relating to this Easement, then each Party shall be solely responsible for the payment of its own legal expenses, including but not limited to, attorney's fees and costs.
- 2.13 This writing (including the Exhibits attached hereto) constitute the entire agreement of the Parties with respect to the subject matter hereof and may not be modified or amended except by a written agreement specifically referring to this Easement and signed by all Parties

hereto. All other agreements between the Parties regarding the subject matter of this Easement are hereby terminated and no longer applicable.

- 2.14 This Easement and each of its terms and provisions are deemed to have been explicitly negotiated between the Parties, and the language in all parts of this Easement will, in all cases, be construed according to its fair meaning and not strictly for or against either Party. Both Parties acknowledge and represent, as an express term of this Easement, that they have had the opportunity to obtain and utilize legal review of the terms and conditions outlined in this Easement.
- **3. Effective Date.** This Easement shall become effective and binding upon execution by both Parties hereto and recording of this Easement.

IN WITNESS	WHEREOF, this in	trument has been executed the day and year first about	ove written.
Dated this	day of	, 20	

GRANTOR:

CITY OF SEATTLE, a Washington municipal cor CITY LIGHT DEPARTMENT	poration
By:	
Printed Name:	
Title:	
GRANTEE:	
By:	
Acknowledged and accepted as to all conditions he	erein
By:	By:
Printed Name:	Printed Name:
Title:	Title:
Date:	Date:

STATE OF WASHINGTON)
0 00
COUNTY OF KING) ss.
On this day of, 20, before me personally appeared Greg Sancewich, to me known to be the Manager of Real Estate Services of SEATTLE CITY LIGHT, a department of THE CITY OF SEATTLE, the Washington municipal corporation that executed the within and foregoing instrument, and acknowledged that said instrument was the free and voluntary act and deed of said municipal corporation for the uses and purposes therein mentioned, and is authorized to execute said instrument on behalf of THE CITY OF SEATTLE. IN WITNESS WHEREOF, I have hereunto set my hand and affixed my official seal the day and year above
written.
Signature:
Print name:
Notary Public in and for the State of Washington
Residing at:
My commission expires:
(Notary Seal)

Att 1 – Temporary Easement Agreement V1	
STATE OF WASHINGTON)) ss. COUNTY OF KING)	
Washington municipal corporation that exthat said instrument was the free and volument was the f	
IN WITNESS WHEREOF, I have hereunto written.	o set my hand and affixed my official seal the day and year above
(Notary Seal)	Signature: Print name: Notary Public in and for the State of Washington Residing at: My commission expires:

Exhibit "A" Grantor's Property

That portion of land within the Northeast Quarter of Section 29 Township 24 Range 4 and the Southeast Quarter of Section 29 Township 24 Range 4, lying easterly of the following described line:

Beginning at the point of intersection of the Government Meander Line and the southern line of South Myrtle Street; thence, southerly S9°49'16"W a distance of 108.333 feet; thence southerly S1°45'40"E a distance of 201.015 feet; and, thence S9°38'02"E a distance of 122.173 feet to a point that is coincident with the northerly boundary of East Marginal Way South; thence southeasterly S49°00'00"E a distance of 130.00 feet; thence northerly N6°57'48"W a distance of 309.801 feet; and, thence N3°34'03"E a distance of 218.131 feet; and, thence northeasterly N12°14'45"E to the southern line of South Myrtle Street; thence westerly to the point of beginning.

Exhibit "B" Grantee's Property

POR OF SECS 20-24-04 & 28-24-04 & 29-24-04 & 33-24-04 & 34-24-04 & 03-23-04 & 04-23-04 TGW PORS OF DAVIS MEADOW TRACTS & ELIZABETH ADD & VAC FAIRGROUNDS ADD & HORTONS 1ST SUBD OF GEORGETOWN & THE MEADOWS TRACTS & QUEEN ADD & QUEEN ADD SUPL - TGW PORS OF FOLG DONATION LAND CLAIMS - JOHN BUCKELY #42 & LUTHER M COLLINS #46 & TIMOTHY GROW #44 & #48 & SAMUEL A MAPLE #49 & FRANCIS MCNATT #38 & HENRY VAN ASSELT #50 TGW POR OF FILLED BED OF DUWAMISH RIVER OF --BAAP OF NXN BTWN WLY MGN OF AIRPORT WAY SOUTH & SELY LN OF SD QUEEN ADD SUPL TH IN A GENERALLY SWLY DIRECTION ALG SD SELY LN TO SW COR TRACT A SD QUEEN ADD SUPL & SLY EXTN OF E LN OF W 1/2 SD LUTHER M COLLINS D L C TH S ALG SD SLY EXTN TO SLY LN OF NLY 1/2 OF SD FILLED BED OF DUWAMISH RIVER TH SWLY ALG SD SLY LN TO ELY MGN OF EAST MARGINAL WAY SOUTH TH CONT SELY ALG SD ELY MGN TO NXN WITH A LN PLT AND 825.00 FT S OF N LN OF JOHN BUCKLEY D L C #42 TH S 54-14-57 E TO ELY MGN OF FILLED BED OF DUWAMISH RIVER TH S 35-49-39 E 104.93 FT TO NLY EXTN OF WLY LN OF DAVIS MEADOW TRATS TH SLY ALG SD WLY LN TO N LN OF TRACT 8 OF THE MEADOWS TRACTS TH WLY ALG SD N LN N 89-16-16 W 197.97 FT TH S 29-52-38 E 520.79 FT TH N 89-58-17 W 230.59 FT TH N 29-52-38 W 524.20 FT TH N 89-16-16 W 179.98 FT TO ELY MGN OF EAST MARGINAL WAY SOUTH TH SLY ALG SD ELY MGN TO SLY LN OF TRACT 7 OF SD MEADOWS TRACTS TH ELY ALG SD S LN A DIST OF 474.62 FT TH S 29-52-38 E A DIST OF 2695.00 FT MORE OR LESS TH S 21-20-38 E TO N LN OF NORFOLK ST (CITY OF SEATTLE R/W) TH ELY ALG N MGN OF SD R/W TO EAST LN OF SECTION 04-23-04 TH CONT ELY & NELY ALG SD N MGN TO WLY MGN OF AIRPORT WAY SOUTH EXTN TH NWLY ALG SD WLY MGN TO P O B -- LESS POR OF SECTIONS 28-24-04 & 29-24-04 DAF - BEG AT 1/4 COR COMMON TO SD SECTIONS TH S ALG SEC LN 575.27 FT TO TPOB TH S 28-42-05 E 199.26 FT TH S 61-17-55 W 464.00 FT TH S 40-59-48 W TO NELY MGN OF EAST MARGINAL WAY SOUTH TH NWLY ALG SD MGN 492.927 FT TH N 40-59-48 E 569.836 FT TH N 28-42-05 W 483.276 FT TH N 61-17-55 E 187.06 FT TO NXN WITH E & W C/L OF SD SEC 29 TH CONT N 61-17-55 E 276.94 FT TH S 28-42-05 E 151.09 FT TO NXN WITH SD C/L TH CONT S 28-42-05 E 654.90 FT TO TPOB LESS TRIANGLE STRIP IN TRACT 4 OF DAVIS MEADOWS TRS-BEG AT SW COR TH N 19-03-01 W 4.00 FT TH SELY TAP ON N BDRY OF MCNATT D L C 50.00 FT E OF BEG TH W 50.00 FT TO BEG --- SUBJ TO FORMER TRANS LN R/W - TGW POR BLKS 1 & 2 & 5 & 6 & 9 & 12 OF QUEEN ADD LY SELY OF SOUTH ALBRO PLACE & VAC STS & ALLEYS ADJ LESS STS - TGW POR LOT 5 BLK 6 SD QUEEN ADD LY NWLY OF S ALBRO PL - TGW ENTIRE REPLAT OF QUEEN ADD SUPL & VAC STS ADJ LESS C/M RGTS OVER POR LOT 1 BLK 5 SD QUEEN ADD LY NELY OF A LN FR PT 16.47 FT WEST OF NE COR TO PT 24.32 FT

S OF NE COR LESS C/M RGTS OVER LOTS 5-13 BLK 6 OF SD QUEEN ADD - LESS C/M RGTS OVER POR LOT 36 BLK 9 OF SD QUEEN ADD LY SWLY OF LN RNG FR PT 10.12 FT N OF SW COR SD LOT 36 TAP 6.85 FT E OF SD SW COR - LESS C/M RGTS OVER LOTS 1-13 & OVER LOTS 26-29 & OVER POR OF LOT 25 BLK 10 OF SD QUEEN ADD SUPL LY N OF LN - BEG ON EAST LN OF SD LOT 25 A DIST OF 1.56 FT N OF SE COR TH NWLY TAP ON N LN OF S 10.00 FT OF SD LOT 108.28 FT E OF W LN TH W PLW S LN 108.28 FT TO W LN OF SD LOT 25 - LESS POR TRACTS A B C & D SD QUEEN ADD SUPL & VAC ST ADJ & NLY 1/2 SD FILLED BED OF DUWAMISH RIVER DAF - BAAP ON NWLY LN SD TR B 100.00 FT SWLY FR MOST NLY COR TH S 33-36-10 E TO SLY LN SD NLY 1/2 TH SWLY ALG SD SLY LN TO E LN W 1/2 SD COLLINS D L C TH N ALG SD E LN TO NXN WITH C/L OF VAC SOUTH GREELY STREET TH NELY ALG SD C/L TAP N 33-36-10 W OF BEG TH S 33-36-10 E 30.00 FT TO BEG TGW POR W 1/2 SD COLLINS D L C LY ELY OF ELLIS AVENUE SOUTH (MABLE STREET) SLY OF ELIZABETH ADD & LY NLY OF TRACT DEEDED TO CITY OF SEATTLE BY ORD NO 38426 TGW POR SEC 29-24-04 LY ELY OF SD D L C & LY WLY OF WLY & NLY SHORELINE OF SD FILLED RIVER BED TGW POR SD HORTONS 1ST SOUTH ALBRO PLACE & VAC ST ADJ TGW BLK 1 & LOTS 1-6 & LOTS 11-15 BLK 2 OF SD ELIZABETH ADD & VAC POR SOUTH ELIZABETH ST ADJ

Exhibit "C" Temporary Easement Area

The as built location of Grantee's storage building, as now constructed and generally described and depicted below, within Grantor's property described in Exhibit "A"

A TRACT OF LAND LOCATED IN THE SOUTHEAST QUARTER OF SECTION 29, TOWNSHIP 24 NORTH, RANGE 4 EAST, W.M., MORE PARTICULARLY DESCRIBED AS FOLLOWS:

COMMENCING AT THE POINT OF INTERSECTION OF THE GOVERNMENT MEANDER LINE AND THE SOUTHERN LINE OF SOUTH MYRTLE STREET AS SHOWN ON THAT CERTAIN SURVEY AS RECORDED IN BOOK 409 OF SURVEYS, PAGES 44 AND 45, RECORDS OF KING COUNTY;

THENCE S88°49'03"E ALONG SAID SOUTHERN LINE FOR 81.23 FEET;

THENCE S11°48'48"W FOR 44.75 FEET;

THENCE S04°46'40"W FOR 218.30 FEET;

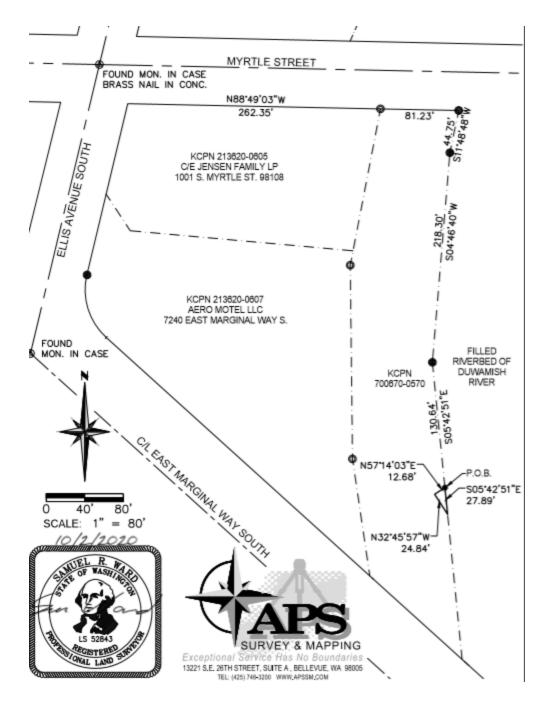
THENCE S05°42'51"E FOR 130.64 FEET TO THE TRUE POINT OF BEGINNING;

THENCE CONTINUING S05°42'51"E FOR 27.89 FEET;

THENCE N32°45'57"W FOR 24.84 FEET;

THENCE N57°14'03"E FOR 12.68 FEET TO THE TRUE POINT OF BEGINNING.

SAID TRACT CONTAINS 158 SQUARE FEET, MORE OR LESS.



Page 13 of 13

SUMMARY and FISCAL NOTE*

Department:	Dept. Contact/Phone:	CBO Contact/Phone:
City Light	Timothy Croll/206-963-5074	Greg Shiring/206-386-4085

1. BILL SUMMARY

Legislation Title: AN ORDINANCE relating to the City Light Department; declaring certain real property rights to be surplus to the needs of City Light; and authorizing the General Manager and Chief Executive Officer of City Light to execute an easement agreement with King County, allowing the temporary use of a portion of City Light property to resolve the encroachment of an existing structure located on the west side of Boeing Field within the Northeast Quarter of Section 29 Township 24 Range 4 and the Southeast Quarter of Section 29 Township 24 Range 4.

Summary and background of the Legislation: City Light owns a property between S. Myrtle St. and East Marginal Way S. in the Georgetown neighborhood, on which property was previously sited a flume for spent cooling water from City Light's Georgetown Steam Plant. City Light is planning to request City Council approval of the transfer of jurisdiction of a portion of the Georgetown Steam Plant flume property to the Seattle Department of Parks and Recreation ("SPR") and to Seattle Department of Transportation as part of the required public benefit portion of City Light's petition to vacate a portion of Diagonal Ave South.

A recent survey of the property has indicated that a fence, part of a storage yard, a floodlight, and part of a storage building on King County ("KC") property are encroaching on this City Light property and likely have been doing so for several decades. City Light and SPR have determined that it is in the City's interest to resolve the encroachment prior to the jurisdiction for the property being transferred to SPR. KC has agreed to remove the fence and floodlight from City Light property at KC's expense in consideration for City Light providing KC a temporary easement for the remaining 158 square foot encroachment by the corner of the storage building for the life of that building. The subsequent transfer of the underlying property from City Light to SPR would then be subject to the terms of this temporary easement.

2. CAPITAL IMPROVEMENT PROGRAM		
Does this legislation create, fund, or amend a CIP	Project? Yes <u>X</u> _ No	
3. SUMMARY OF FINANCIAL IMPLICATIONS		
Does this legislation amend the Adopted Budget?	Yes <u>X</u> No	

^{*} Note that the Summary and Fiscal Note describes the version of the bill or resolution as introduced; final legislation including amendments may not be fully described.

Does the legislation have other financial impacts to the City of Seattle that are not reflected in the above, including direct or indirect, short-term or long-term costs? No.

Is there financial cost or other impacts of *not* **implementing the legislation?** Transferring the property from SCL to SPR in the future without first resolving this encroachment could create confusion about the future rights of SPR.

4. OTHER IMPLICATIONS

- **a.** Does this legislation affect any departments besides the originating department? By resolving a longstanding property encroachment, the legislation will facilitate the future transfer of property from SCL to SPR to allow the development of an off-leash area.
- b. Is a public hearing required for this legislation?

RCW 35.94.040 requires a public hearing before the sale of any property originally acquired for public utility purposes. City Light will request that the City Council schedule the public hearing during the same Transportation and Utilities Committee meeting that this legislation will be considered.

- c. Is publication of notice with *The Daily Journal of Commerce* and/or *The Seattle Times* required for this legislation?
 No.
- **d.** Does this legislation affect a piece of property? Yes.
- e. Please describe any perceived implication for the principles of the Race and Social Justice Initiative. Does this legislation impact vulnerable or historically disadvantaged communities? What is the Language Access plan for any communications to the public?

No expected impacts on vulnerable or historically disadvantaged communities. No planned outreach or communication to the public for this legislation.

- f. Climate Change Implications
 - 1. Emissions: Is this legislation likely to increase or decrease carbon emissions in a material way?

The legislation will not directly affect carbon emissions, though it will facilitate the development of the off-leash area and trail segment in Georgetown which would help decrease carbon emissions by creating local recreation opportunities.

2. Resiliency: Will the action(s) proposed by this legislation increase or decrease Seattle's resiliency (or ability to adapt) to climate change in a material way? If so, explain. If it is likely to decrease resiliency in a material way, describe what will or could be done to mitigate the effects.

No.

g. If this legislation includes a new initiative or a major programmatic expansion: What are the specific long-term and measurable goal(s) of the program? How will this legislation help achieve the program's desired goal(s).

Not applicable.

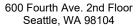
List attachments/exhibits below:

Summary Attachment 1 – King County Easement Area

MYRTLE STREET FOUND MON. IN CASE BRASS NAIL IN CONC. N88'49'03"W 262.35 KCPN 213620-0605 C/E JENSEN FAMILY LP 1001 S. MYRTLE ST. 98108 KCPN 213620-0607 AERO MOTEL LLC 7240 EAST MARGINAL WAY S. FOUND MON. IN CASE FILLED RIVERBED OF DUWAMISH KCPN 700870-0570 N57"14"03"E 2.O.B. 12.68 S05'42'51"E 27.89' 1" = 80'N32'45'57"W 24.84 Temp Easement Area 13221 S.E. 26TH STREET, SUITE A , BELLEVUE, WA 98005

King County Temporary Easement Area

This map is intended for illustrative or informational purposes only and is not intended to modify anything in the legislation.





Legislation Text

File #: CB 120062, Version: 1

CITY OF SEATTLE

ORDINANCE	
COUNCIL BILL	

AN ORDINANCE relating to the Madison Bus Rapid Transit (BRT) - RapidRide G Line project; authorizing the Director of the Seattle Department of Transportation (SDOT) to acquire, accept, and record, on behalf of The City of Seattle, a signal pole and trolley wire easement from Seattle University, a Washington non-profit corporation, situated in a portion of Lots 1 through 6, Mile's Addition to the City of Seattle, together with a portion of vacated East Spring Street, vacated 11th Avenue, and vacated Madison Court, and an easement for public sidewalk from Casita Grande LLC, a Washington limited liability company, situated in a portion of Block 6, Addition to the City of Seattle, as laid off by D.T. Denny, Guardian of the Estate of J.H. Nagle (Commonly known as Nagle's Addition to the City of Seattle): designating the easements for transportation purposes, placing the easements under the jurisdiction of SDOT; and ratifying and confirming certain prior acts.

WHEREAS, the Madison Bus Rapid Transit (BRT) - RapidRide G Line project (the "Project") is identified as a priority project in The City of Seattle's (the "City") 2012 Transit Master Plan and the Seattle Department of Transportation's 2015 Move Seattle 10-Year Strategic Vision for Transportation; and

WHEREAS, to that end, the Project is one of seven multimodal projects created and implemented in partnership between the City and King County Metro to re-channelize lanes, improve signal operations, and add transit stations to create a bus rapid transit service along the Madison Street corridor; and

WHEREAS, once the Project is completed, King County Metro will operate bus service along the Madison Street corridor from 1st Avenue in downtown Seattle's Central Business District to Martin Luther King Jr. Way in Madison Valley as the Madison BRT - RapidRide G Line route (the "G Line"); and

WHEREAS, the G Line will serve densely developed neighborhoods in downtown Seattle, the Waterfront, First Hill, Capitol Hill, the Central Area, and Madison Valley by providing a vital link in the region's highcapacity transit network and connecting dozens of King County Metro bus routes such as Route 48

File #: CB 120062, Version: 1

along 23rd Avenue, including numerous regional transit opportunities, the 3rd Avenue Transit Spine, the University Street Link Light Rail Station, the Seattle Streetcar system, and ferry service at the Colman Dock Ferry Terminal via the Marion Street Pedestrian Bridge; and

- WHEREAS, the Project consists of high-capacity transit and multimodal improvements along the G Line and on Spring Street between 1st Avenue and 9th Avenue; and
- WHEREAS, the Project will deliver pedestrian and bike improvements for access and safety, including new and/or improved Americans with Disabilities Act-compliant ramps, signal and infrastructure upgrades, re-pavement, new public art, and landscaping; and
- WHEREAS, the Seattle Department of Transportation is coordinating the Project design with Seattle Public Utilities (SPU) and Seattle City Light (SCL) to enhance streetlights; fiber communications; power, water, and sewer infrastructure; and drainage improvements; and
- WHEREAS, more specifically, SCL will fund the streetlight improvements in the First Hill neighborhood and SPU will replace a water main and repair/replace drainage and wastewater structures and pipes; and
- WHEREAS, the Project will improve transit capacity, frequency, travel time, reliability, connectivity, and comfort, and provide safe public transportation for historically underserved neighborhoods between the Central District and the Seattle Waterfront; and
- WHEREAS, the easements granted to the City are necessary to complete and maintain the Project; NOW, THEREFORE,

BE IT ORDAINED BY THE CITY OF SEATTLE AS FOLLOWS:

Section 1. The Signal Pole and Trolley Wire Easement, dated July 7, 2020, granted by Seattle University, a Washington non-profit corporation, recorded under King County Recording Number 20200722001585 and attached as Attachment 1 to this ordinance, granting to The City of Seattle (the "City") an easement for constructing, repairing, replacing, and maintaining two traffic signal poles and related equipment, and for attaching and maintaining support wires for the trolley bus wires attached to said traffic signal poles,

File #: CB 120062, Version: 1

over, under, upon, and across property legally described and depicted in Exhibits A and B of Attachment 1 to this ordinance, is accepted.

Section 2. The Easement for Public Sidewalk, dated November 3, 2020, granted by Casita Grande LLC, a Washington limited liability company, recorded under King County Recording Number 20201117003206 and attached as Attachment 2 to this ordinance, granting to the City an easement for public sidewalk, over, under, upon, and across property legally described and depicted in Exhibits A and B of Attachment 2 to this ordinance, is accepted.

Section 3. The easements accepted in Sections 1 and 2 of this ordinance are designated for transportation purposes and placed under the jurisdiction of the Seattle Department of Transportation.

Section 4. Any act consistent with the authority of this ordinance taken prior to its effective date is ratified and confirmed.

Section 5. This ordinance shall take effect and be in force 30 days after its approval by the Mayor, but if not approved and returned by the Mayor within ten days after presentation, it shall take effect as provided by Seattle Municipal Code Section 1.04.020.

Passed by the City Council the	day of		, 2021, and signed by
me in open session in authentication of its p	passage this	day of	, 2021.
	President	of the C	City Council
Approved / returned unsigned / veto	ed this	day of	, 2021.

File #: CB 120062, Version: 1			
	Jenny A. Durkan, Mayor		
Filed by me this day of	, 2021.		
	Monica Martinez Simmons, City Clerk		
(Seal)			
Attachments: Attachment 1 - Recorded Signal Pole and Trolley Wire Easement granted by Seattle University Attachment 2 - Recorded Easement for Public Sidewalk granted by Casita Grande LLC			

Instrument Number: 20200722001585 Document: EAS Rec: \$109.50 Page-1 of 7

Record Date:7/22/2020 2:39 PM

Electronically Recorded King County, WA EXCISE TAX NOT REQUIRED BY NATALYA TAYKO, DEPUTY

After recording return document to:

City of Seattle Department of Transportation 700 5th Avenue - Suite 3800 P.O. Box 34996 Seattle, WA 98124-4996 Attn: Michelle Talbot

Document Title: Signal Pole and Trolley Wire Easement

Reference Number of Related Document: N/A

Grantor(s): Seattle University

Grantee: City of Seattle

Abbreviated Legal Description: Ptn of Lots 1 thru 6, Miles Addition, Vol. 2, PP 6, in the SW 4/4

of NE ¼ of Sec. 32, T25N, R4E, W.M., King County, Washington

Additional Legal Description on Exhibit A Pages 5 and 6 of Document.

Assessor's Tax Parcel Number(s): 552560-0010

SIGNAL POLE AND TROLLEY WIRE EASEMENT

Project: Madison Street Bus Rapid Transit

The Grantor, SEATTLE UNIVERSITY, a Washington non-profit corporation ("Grantor"), for and in consideration of the sum of TEN AND NO/100 DOLLARS (\$10.00), and other valuable consideration, conveys and warrants to the CITY OF SEATTLE, a municipal corporation of the State of Washington ("Grantee"), an Easement for constructing, repairing, replacing, and maintaining two (2) traffic signal poles and related equipment, and for attaching and maintaining support wires for the trolley bus wires attached to said traffic signal poles (the "Equipment"), over, under, upon and across the lands described in Exhibit A, situated in King County, State of Washington (collectively, the "Easement" and the lands described and depicted on Exhibit A attached hereto, the "Easement Area"), to the same extent and purpose as if the rights granted had been acquired under Eminent Domain statutes of the State of Washington, subject to the following terms and conditions:

The Equipment shall be installed in substantially the same location as depicted on Exhibit B attached hereto. Grantee may not relocate the Equipment (or any portion thereof) to another location within the Easement Area without Grantor's prior written consent, which consent will not be unreasonably withheld, conditioned or delayed so long as the Equipment does not impede or otherwise obstruct access to and from Grantor's property in Grantor's commercially reasonable discretion.

Page 1 of 7 pages

Tax Parcel 552560-0010

Instrument Number: 20200722001585 Document:EAS Rec: \$109.50 Page-2 of 7

Record Date:7/22/2020 2:39 PM King County, WA

SIGNAL POLE AND TROLLEY WIRE EASEMENT

- Grantee, at its sole cost and expense, shall maintain and repair the Equipment from time to time (i) as Grantee deems reasonably necessary or appropriate, or (ii) as Grantor deems reasonably necessary, with Grantee commencing such maintenance or repairs promptly after receipt of written notice from Grantor that such repairs are needed. Grantee shall notify Grantor prior to the commencement of any maintenance or repair work that will impair the flow of pedestrian traffic through the Easement Area.
- Grantee shall at all times in connection with the operation, repair and maintenance of the Equipment, keep the Easement Area in an orderly, clean and safe condition and promptly repair or restore, at Grantee's sole cost and expense, any damage (including without limitation damage to landscaping, paving or other improvements) caused to the Easement Area by Grantee or Grantee's contractors, agents or licensees. In no event shall Grantee install or otherwise operate any Equipment within the Easement Area that would impede or otherwise obstruct ingress and egress to and from Grantor's property. maintenance and repair work conducted hereunder shall be performed by licensed contractors in a workmanlike manner in compliance with all applicable laws, rules, regulations and ordinances, and shall be completed with diligence and in a manner that minimizes disruption to Grantor's property.
- To the extent permitted by law, Grantee, its successors and assigns, agrees to indemnify and hold Grantor harmless from any and all injury, loss, damage or liability (or any claims with respect to the foregoing), costs or expenses (including without limitation reasonable attorneys' fees) related to Grantee's use of the Easement Area, except to the extent such injury, loss, damage or liability is caused by the negligence or willful misconduct of the Grantor.
- Grantor hereby reserves for itself, its successors and assigns, and its agents, representatives, employees, contractors, licensees, tenants and invitees, the right to use the Easement Area for any purpose not inconsistent with the rights herein granted.

[signature pages and notary acknowledgments follow]

Page 2 of 7 pages

Tax Parcel 552560-0010

Instrument Number: 20200722001585 Document:EAS Rec: \$109.50 Page-3 of 7

Record Date:7/22/2020 2:39 PM King County, WA

SIGNAL POLE AND TROLLEY WIRE EASEMENT

SEATTLE UNIVERSITY, a Was	shington
non-profit corporation	•
DocuSigned by:	
Wilson P. Garone	6/22/2020 2:36:18 PM PDT
Ву:4А2DFE0540594ВВ	
Wilson P. Garone	
CFO/Vice President for F	inance & Business Affairs
Dated: June, 22	, 2020
STATE OF WASHINGTON) : § County of King)	
Public in and for the State of communication technology (specific proclamation 20-27 of Governor to be the Chief Financial Officer/VUNIVERSITY, a Washington not and acknowledged the said instrumprofit corporation for the uses and is authorized to execute the	Washington, duly commissioned and sworn, by remote ifically, the video-audio platform Zoom) in accordance with Jay Inslee, appeared WILSON P. GARONE, to me know vice President for Finance and Business Affairs of SEATTLE in-profit corporation, who executed the foregoing instrument ment to be the free and voluntary act of and deed of said non-dipurposes therein mentioned, and on oath stated that he/she and official seal the day and year last above written.
Notary Seal LINDSAY FOX Notary Public State of Washington Commission # 208155 Commission Expires 5/23/2023	Notary Tox Notary Tox Notary Public in and for the State of Washington, residing atKing My Appointment expires5/23/2023
Please stay within block.	

Instrument Number: 20200722001585 Document:EAS Rec: \$109.50 Page-4 of 7

Record Date:7/22/2020 2:39 PM King County, WA

SIGNAL POLE AND TROLLEY WIRE EASEMENT

	and Accepted SEATTLE	By:	
Ву:	m Zimbabwe,	Director	
Se	attle Departme	nt of Transp	ortation
Dated:	7/7/		_, 2020
STATE O	F WASHING	,	
County of	King	: §)	

On this _______, 2020, before me personally appeared SAM ZIMBABWE, to me known to be the Director of the Seattle Department of Transportation of the CITY of SEATTLE, a Washington Municipal Corporation, the municipal corporation that executed the within and foregoing instrument and acknowledged the said instrument to be the free and voluntary act and deed of said municipal corporation for the uses and purposes therein mentioned, and on oath stated that he was authorized to execute said instrument.

or my hand and official seal the day and year last above written.

Please stay within block.

Notary (print name) Loretta A Gilkane Notary Public in and for the State of Washington, residing at Seattle WA
My Appointment expires 01/19/2021

Page 4 of 7 pages

Tax Parcel 552560-0010

Instrument Number: 20200722001585 Document: EAS Rec: \$109.50 Page-5 of 7

Record Date:7/22/2020 2:39 PM King County, WA

SIGNAL POLE AND TROLLEY WIRE EASEMENT

EXHIBIT A SIGNAL POLE AND TROLLEY WIRE EASEMENT FROM PARCEL NO. 5525600010

An easement for signal pole and trolley wire purposes across a portion of the below described PARCEL A, situate in the South Half of the Northeast Quarter of Section 32, Township 25 North, Range 4 East, W.M., more particularly described as follows:

Beginning at the northwest corner of said PARCEL A, said point also being on the southerly margin of East Madison St; thence along said southerly margin and the northerly line of said PARCEL A North 59°26′50″ East, 62.87 feet to the TRUE POINT OF BEGINNING; thence leaving said northerly line South 30°33′10″ East, 10.00 feet; thence North 59°32′44″ East, 84.35 feet; thence North 0°56′48″ East, 11.77 feet to a point on the northerly line of PARCEL A; thence along said northerly line South 59°26′42″ West, 19.86 feet; thence continuing along said northerly line South 59°26′50″ West, 5.97 feet to the TRUE POINT OF BEGINNING, containing 875 square feet, more or less.

PARCEL A

Lots 1 through 6, Miles Addition, according to the plat recorded in Volume 2 of Plats, Page 6, in King County, Washington;

Together with vacated portion of E. Spring Street in City of Seattle Ordinance No. 85398; also

Together with vacated portion of E. Spring Street and 11th Avenue in City of Seattle Ordinance No. 112622; also

Together with vacated portion of E. Spring Street and Madison Court in City of Seattle Ordinance No. 120693.

Basis of Bearing: Washington State Plane Coordinate System, North Zone, NAD83-2011, EPOCH 2010.00, Derived from the WSRN and NGS-CORS.

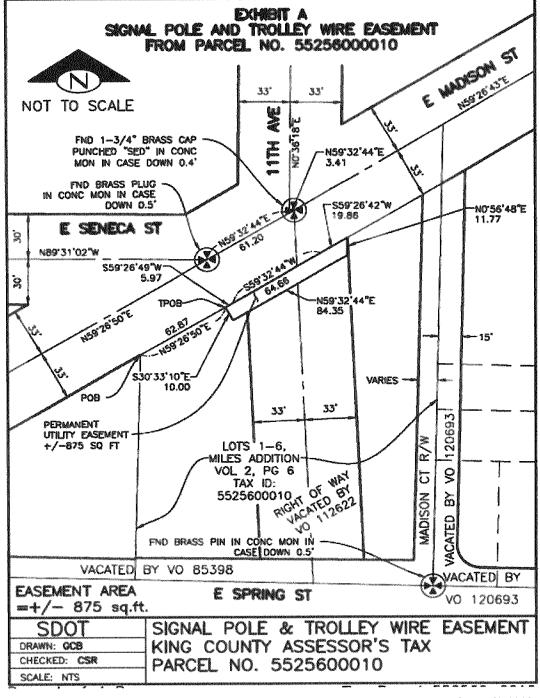


Page 5 of 7 pages

Tax Parcel 552560-0010

SIGNAL POLE AND TROLLEY WIRE EASEMENT

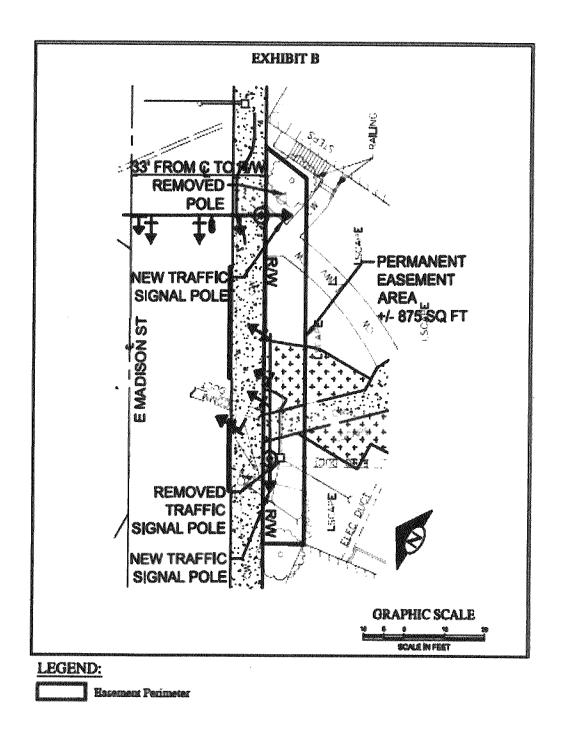
EXHIBIT A (Continued)



Page 6 of 7 pages

Tax Parcel 552560-0010

SIGNAL POLE AND TROLLEY WIRE EASEMENT



Page 7 of 7 pages

Tax Parcel 552560-0010

Instrument Number: 20201117003206 Document: EAS Rec: \$109.50 Page-1 of 7

Record Date:11/17/2020 5:26 PM

Electronically Recorded King County, WA EXCISE TAX NOT REQUIRED BY PRISCILLA HARPER, DEPUTY

After recording return document to:

City of Seattle
Department of Transportation
700 5th Avenue – Suite 3800
P.O. Box 34996
Seattle, WA 98124-4996
Attn: Michelle Talbot

Document Title: Easement for Public Sidewalk Reference Number of Related Document: N/A

Grantor(s): Casita Grande LLC

Grantee: City of Seattle

Abbreviated Legal Description: Ptn of Lot 12, Blk 6, Nagels Add Less St., Vol 1, PP 153,

King County, Washington

Additional Legal Description on Exhibits A and B Page 6 and 7 of Document

Assessor's Tax Parcel Number(s): 600300-0095

EASEMENT FOR PUBLIC SIDEWALK

Project: Madison Street Bus Rapid Transit

The Grantor, CASITA GRANDE LLC, a Washington limited liability company, for and in consideration of the sum of TEN AND NO/100 DOLLARS (\$10.00), and other valuable consideration, hereby conveys and warrants to the CITY OF SEATTLE, a municipal corporation of the State of Washington, an Easement for public sidewalk over, under, upon and across the hereinafter described lands, situated in King County, State of Washington, to the same extent and purpose as if the rights herein granted had been acquired under Eminent Domain statutes of the State of Washington.

Page 1 of 7 pages

Instrument Number: 20201117003206 Document: EAS Rec: \$109.50 Page-2 of 7

Record Date:11/17/2020 5:26 PM King County, WA

EASEMENT

The conveyance of this Easement for public sidewalk shall be for surface rights of public access only and shall not constitute conveyance of any rights other than those specified in this document. The Grantee shall be responsible for maintenance of the surface. The Grantor shall be responsible for the supporting structure of the area of said easement.

This Agreement and each of the terms, provisions, conditions and covenants herein contained are binding upon and inure to the benefit of the parties hereto and their respective successors and assigns and shall run with the land.

See Exhibits A and B attached hereto and made a part hereof.

Page 2 of 7 pages

Instrument Number: 20201117003206 Document: EAS Rec: \$109.50 Page-3 of 7

Record Date:11/17/2020 5:26 PM King County, WA

EASEMENT

CA	SIT	A G	RAI	VD.	EL	LC

a Washington limited liability company

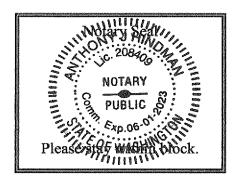
By: Mark Stoner
Member

Signed this 17 day of SEPTEMBER, 2020

STATE OF WASHINGTON)
: {
County of King)

On this 17th day of 2020, I certify that I know or have satisfactory evidence that MARK STONER is the person who appeared before me and said person acknowledged that he signed this instrument, on oath stated that he was authorized to execute this instrument as Member of CASITA GRANDE LLC, a Washington limited liability company, and acknowledged it to be the free and voluntary act of such party for the use and purpose mentioned in this instrument.

GIVEN under my hand and official seal the day and year last above written.



Notary (print name) Antwony J. Hindran Notary Public in and for the State of Washington, residing at Seattle My Appointment expires of love 23

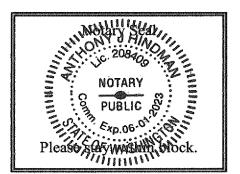
Page 3 of 7 pages

Instrument Number: 20201117003206 Document:EAS Rec: \$109.50 Page-4 of 7

Record Date:11/17/2020 5:26 PM King County, WA

EASEMENT

CASITA GRANDE LLC a Washington limited liability company By: Peter Stoner Member
Signed this 17 day of SEPTEMBER, 2020
STATE OF WASHINGTON) : \$ County of King)
On this 17 day of September, 2020, I certify that I know or have satisfactory evidence that PETER STONER is the person who appeared before me and said person acknowledged that he signed this instrument, on oath stated that he was authorized to execute this instrument as Member of CASITA GRANDE LLC, a Washington limited liability company, and acknowledged it to be the free and voluntary act of such party for the use and purpose mentioned in this instrument.
GIVEN under my hand and official seal the day and year last above written.



Notary (print name) Anthony Tollandran Notary Public in and for the State of Washington, residing at Seattle My Appointment expires 05/0/2073

Page 4 of 7 pages

Instrument Number: 20201117003206 Document: EAS Rec: \$109.50 Page-5 of 7

Record Date:11/17/2020 5:26 PM King County, WA

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Approved and Accepted By: CITY OF SEATTLE
By: Sam Zimbabwe, Director Seattle Department of Transportation
Signed this 3'd day of November, 2020
STATE OF WASHINGTON) : County of King)
On this 3 Rd day of, 2020, before me personally appeared SAM ZIMBABWE, to me known to be the Director of the Seattle Department of Transportation of the City of Seattle, a Washington Municipal Corporation, the municipal corporation that executed the within and foregoing instrument, and acknowledged the said instrument to be the free and voluntary act and deed of said municipal corporation for the

WITNESS MY HAND AND OFFICIAL SEAL hereto affixed the day and year first above written.

uses and purposes therein mentioned, and on oath stated that he was authorized to execute

	WOLLE		
Please s	// no. 1866 // Washin tay within	block.	

said instrument.

Notary (print name) MANY A. JUNG
Notary Public in and for the State of Washington,
residing at Seattle, WA

My Appointment expires 3-5-2024

Page 5 of 7 pages

Instrument Number: 20201117003206 Document: EAS Rec: \$109.50 Page-6 of 7

Record Date:11/17/2020 5:26 PM King County, WA

EASEMENT

EXHIBIT A

LEGAL DESCRIPTION - SIDEWALK EASEMENT

AN EASEMENT FOR SIDEWALK PURPOSES OVER THE NORTHWESTERLY 6.00 FEET OF THAT PORTION OF LOT 12, BLOCK 6, ADDITION TO THE CITY OF SEATTLE, AS LAID OFF BY D. T. DENNY, GUARDIAN OF THE ESTATE OF J. H. NAGLE (COMMONLY KNOWN AS NAGLE'S ADDITION TO THE CITY OF SEATTLE), ACCORDING TO THE PLAT THEREOF RECORDED IN VOLUME 1 OF PLATS, PAGE(S) 153, IN KING COUNTY, WASHINGTON;

BEING A TRIANGULAR PORTION OF LAND, BOUNDED ON THE NORTHWEST BY EAST MADISON STREET, ACCORDING TO CITY OF SEATTLE ORDINANCE NO. 276, ON THE EAST BY THIRTEENTH AVENUE, AND ON THE SOUTH BY EAST UNION STREET.

SAID EASEMENT SHALL LIE BETWEEN TWO PLANES WITH ELEVATIONS DESCRIBED AS FOLLOWS:

315.7 AND 327.7 AT THE WESTERLY CORNER THEREOF;

316.5 AND 328.5 AT THE SOUTHWESTERLY CORNER THEREOF;

321.9 AND 333.9 AT THE NORTHERLY CORNER THEREOF; AND

322.0 AND 334.0 AT THE SOUTHEASTERLY CORNER THEREOF;

SAID ELEVATIONS ARE EXPRESSED IN TERMS OF THE NORTH AMERICAN VERTICAL DATUM OF 1988 (NAVD88) AND THE PLANES ARE INTENDED TO BE 1.00 FOOT BELOW AND 11.00 FEET ABOVE THE FINISH GRADE OF THE SIDEWALK, AND ARE BASED UPON CITY OF SEATTLE BENCHMARK NO. SNV-2501, BEING A BRASS DISK, 1 FOOT NORTH AND 1 FOOT WEST OF THE INTERSECTION OF BACK OF CONCRETE WALK AT THE SOUTHEAST CORNER OF THE INTERSECTION OF EAST MADISON STREET WITH TWELFTH AVENUE AND HAVING AN ELEVATION OF 306.915 FEET;

SITUATE IN THE CITY OF SEATTLE, COUNTY OF KING, STATE OF WASHINGTON

CONTAINING: 668 SQUARE FEET, MORE OR LESS

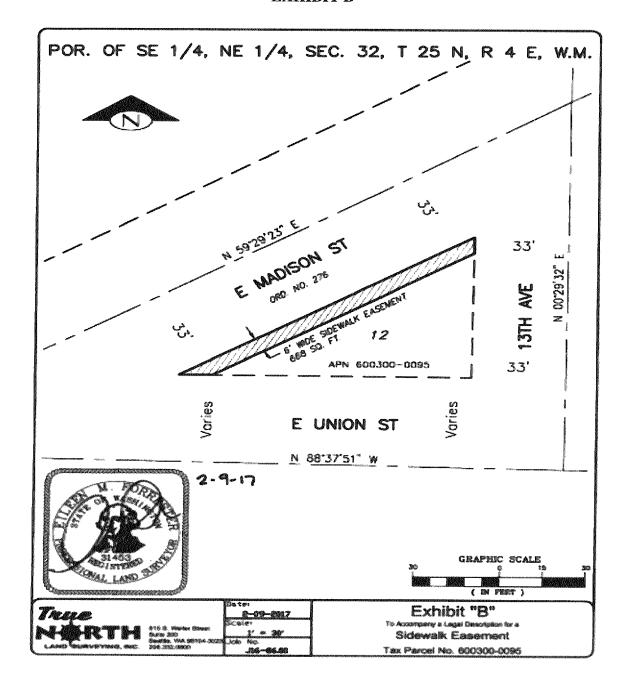
EXHIBIT "B" ATTACHED AND BY THIS REFERENCE MADE A PART HEREOF.



Page 6 of 7 pages

EASEMENT

EXHIBIT B



Page 7 of 7 pages

SUMMARY and FISCAL NOTE*

Department: Dept. Contact/Phone: CBO Contact/Phone:

Department of Transportation | Gretchen Haydel/206 233-5140 | Christie Parker/206 684-5211

1. BILL SUMMARY

Legislation Title:

AN ORDINANCE relating to the Madison Bus Rapid Transit (BRT) - RapidRide G Line project; authorizing the Director of the Seattle Department of Transportation (SDOT) to acquire, accept, and record, on behalf of The City of Seattle, a signal pole and trolley wire easement from Seattle University, a Washington non-profit corporation, situated in a portion of Lots 1 through 6, Mile's Addition to the City of Seattle, together with a portion of vacated East Spring Street, vacated 11th Avenue, and vacated Madison Court, and an easement for public sidewalk from Casita Grande LLC, a Washington limited liability company, situated in a portion of Block 6, Addition to the City of Seattle, as laid off by D.T. Denny, Guardian of the Estate of J.H. Nagle (Commonly known as Nagle's Addition to the City of Seattle); designating the easements for transportation purposes, placing the easements under the jurisdiction of SDOT; and ratifying and confirming certain prior acts.

Summary and background of the Legislation:

This legislation authorizes the acquisition, acceptance, and recording of a signal pole and trolley wire easement granted by Seattle University and an easement for public sidewalk granted by Casita Grande LLC in connection with the Madison BRT – RapidRide G Line project (the "Project"), designates the easements for street purposes, places them under the Seattle Department of Transportation's ("SDOT") jurisdiction, and ratifies and confirms prior acts.

The Madison Street corridor is busy, dense, and still growing. The Project provides for street improvements to and along the Madison Street corridor that will allow King County Metro to operate bus rapid transit (BRT) from Downtown Seattle to Madison Valley. The goal is to provide frequent, reliable, and safe bus service to historically underserved neighborhoods.

The Project provides a vital link in the region's high capacity transit network, with transfers to the Seattle Ferry Terminal at Coleman Dock via the Marion Street Pedestrian Bridge; the 3rd Avenue Transit Spine, including numerous regional transit opportunities; King County Metro routes such as Route 48 along 23rd Avenue; the University Street Link Light Rail Station; and the Seattle Streetcar system. The primary public transit providers in this service area are: King County, providing local bus service and passenger-only ferry service; Sound Transit, offering ST Express regional bus service and Link Light Rail service; Sounder Commuter Rail, providing regional rail service; Community Transit, providing commuter bus service; Kitsap Transit, providing passenger-only ferry service; The City of Seattle (the "City"), owner of the Seattle Streetcars; and the Washington State Department of Transportation, operating ferry service to and from the Seattle Ferry Terminal at Coleman

^{*} Note that the Summary and Fiscal Note describes the version of the bill or resolution as introduced; final legislation including amendments may not be fully described.

Dock as part of the Marine Highway System. The completed Project will help to facilitate ongoing collaboration among the various agencies to benefit the City's transportation network in the heart of the city.

A recent federal report has determined that SDOT is qualified to complete the Project. This step is an important milestone toward qualifying for Federal Small Starts Grant funding from the Federal Transit Administration (the "FTA") to cover approximately 45% of the Project cost. SDOT is continuing its efforts to work with the FTA to finalize a funding agreement. The current Project cost is projected to be approximately \$134.7 Million. The Project is funded through Federal grants (Small Starts and CMAQ), the 2015 voter-approved Levy to Move Seattle, and the regionally voter-approved Sound Transit 3 (ST3) program. Construction is scheduled to begin in 2021.

2. CAPITAL IMPROVEMENT PROGRAM	
Does this legislation create, fund, or amend a CIP Project?	Yes <u>X</u> No
3. SUMMARY OF FINANCIAL IMPLICATIONS	
Does this legislation amend the Adopted Budget?	Yes <u>X</u> No
Does the legislation have other financial impacts to The City of reflected in the above, including direct or indirect, short-term of Yes. The aggregate cost of the permanent easements is \$473,400 and Madison BRT-RapidRide G Line CIP.	r long-term costs?
Is there financial cost or other impacts of <i>not</i> implementing the Yes. Operations and maintenance costs for SDOT signals and King would increase along the Project area if this legislation is not passed	County Metro Transit

easements are not available for the Project. Additionally, sidewalks would have to be narrowed or eliminated on one side of the street to preserve other elements of the Project

4. OTHER IMPLICATIONS

design.

a. Does this legislation affect any departments besides the originating department? Yes. Seattle Public Utilities ("SPU") and Seattle City Light ("SCL") are involved in the Project design to enhance streetlights; fiber communications; power, water, and sewer infrastructure; and drainage improvements. SCL will fund the streetlight improvements in the First Hill neighborhood and SPU will replace a water main and repair/replace drainage and wastewater structures and pipes. Although the easements are not directly needed for this utility work, not accepting the easements for the Project would impact the Project's design and therefore, could impact the utilities' plans for the Project.

- b. Is a public hearing required for this legislation? $N_{\rm O}$
- c. Is publication of notice with *The Daily Journal of Commerce* and/or *The Seattle Times* required for this legislation?

 No.
- d. Does this legislation affect a piece of property?

Yes, Seattle University is granting an easement to the City to construct and service two (2) traffic signal poles and related equipment, and to attach and maintain support wires for the trolley bus wires attached to the traffic signal poles. Casita Grande LLC is also granting an easement for public sidewalk purposes.

e. Please describe any perceived implication for the principles of the Race and Social Justice Initiative. Does this legislation impact vulnerable or historically disadvantaged communities? What is the Language Access plan for any communications to the public? This Project serves historically underserved neighborhoods with an affordable and reliable transportation option. With connections to light rail and regional bus routes, the Project will better connect communities of color to jobs, such as in health care, on First Hill, and educational institutions like Seattle University and Seattle Central College on Capitol Hill.

There are multiple languages spoken within the Project area. We translated our Project materials into Vietnamese, Chinese (Traditional), and Korean. When we need to communicate with an individual business owner or resident in a different language, including American Sign Language, we work with certified language interpreters.

f. Climate Change Implications

1. Emissions: Is this legislation likely to increase or decrease carbon emissions in a material way?

The Project will increase transit ridership, shifting some trips from single occupancy vehicles and accommodating projected growth in housing and employment in the neighborhoods served by the Madison BRT – RapidRide G Line. If the permanent easements are not accepted, design changes that would reduce the transit benefits would be required, potentially impacting the magnitude of transit ridership shifting to RapidRide.

Additionally, as stated on page 47 of the NEPA Documented Categorical Exclusion, prepared for SDOT and the FTA, and published in December 2017:

"The FTA has recently drafted a programmatic assessment of [greenhouse gas] GHG emissions from transit projects (FTA, 2016). Preliminary results indicate that BRT projects generate relatively low levels of GHG emissions. This is mainly due to the minimal amount of infrastructure needed to implement these projects, as well as low annual transit vehicle miles traveled (VMT) as compared to single occupant vehicles."

2. Resiliency: Will the action(s) proposed by this legislation increase or decrease Seattle's resiliency (or ability to adapt) to climate change in a material way? If so, explain. If it is likely to decrease resiliency in a material way, describe what will or could be done to mitigate the effects.

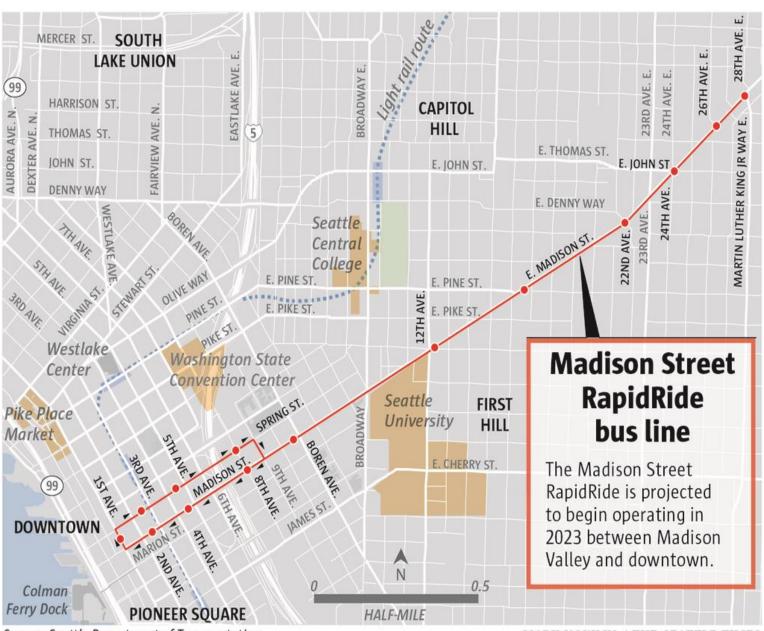
Passage of this legislation allows the Project to be constructed as planned. The planned Project design anticipates a reduction in single occupancy vehicles that should contribute to a reduction in carbon emissions.

g. If this legislation includes a new initiative or a major programmatic expansion: What are the specific long-term and measurable goal(s) of the program? How will this legislation help achieve the program's desired goal(s)?

This legislation does not include a new initiative or a major programmatic expansion.

List attachments/exhibits below:

Summary Exhibit A - Vicinity Map Summary Exhibit B - Project Area



Source: Seattle Department of Transportation

MARK NOWLIN / THE SEATTLE TIMES



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: CB 120063, Version: 1

CITY OF SEATTLE

ORDINANCE _	
COUNCIL BILL	

- AN ORDINANCE relating to grant funds from the United States Department of Transportation for the construction of the Madison BRT-RapidRide G Line project; authorizing the Director of the Seattle Department of Transportation to accept specified grants and execute related agreements for and on behalf of the City; and ratifying and confirming certain prior acts.
- WHEREAS, the Madison BRT-RapidRide G Line project was first identified in the City of Seattle's Transit

 Master Plan in 2012, entered project development in 2014, was partially funded through voter approval
 of the Levy to Move Seattle in November 2015, and completed environmental review in early 2018; and
- WHEREAS, the United States Department of Transportation (USDOT) has determined that the Madison BRT-RapidRide G Line project has met Capital Investment Grants, Small Starts grant program ("Small Starts") project readiness requirements (technical capacity, firm and final cost estimate, all funding committed, completed critical 3rd party agreements) and, after a thorough evaluation, granted the project an overall "high" rating; and
- WHEREAS, based on this determination of project readiness and the high rating, USDOT's Federal Transit

 Administration (FTA) has allocated \$59.9 million in Capital Investments Grants funds to the City of

 Seattle for the Madison BRT-RapidRide G Line project; and
- WHERAS, Puget Sound Regional Council awarded the City \$4.760 million in USDOT Congestion Mitigation and Air Quality (CMAQ) funds for the Madison BRT-RapidRide G Line project; and
- WHEREAS, the Small Starts grant requires execution of a Small Starts Construction Grant Agreement with USDOT and both grants must be accepted by the City; and

File #: CB 120063, Version: 1

WHEREAS, these funds were previously appropriated in the adopted 2021 Budget (Ordinance 126237) and shown in the 2021-2026 Capital Improvement Program (Project Number MC-TR-C051) spending of these grant funds are expected to begin in the second quarter of 2021, requiring immediate authorization to complete a grant agreement with FTA; NOW, THEREFORE,

BE IT ORDAINED BY THE CITY OF SEATTLE AS FOLLOWS:

Section 1. The Director of the Seattle Department of Transportation is authorized to accept the following non-City funding from the grantor listed below, and to execute, deliver, and perform agreements for the purposes described below.

Item	Fund	Grantor	Purpose	Amount
1.1	Fund (13000)	1 *	Madison BRT-RapidRide G Line construction	\$59,900,000
1.2	Transportation Fund (13000)	l `	Madison BRT-RapidRide G Line construction	\$4,760,000
	Total			\$64,660,000

Section 2. Any act consistent with the authority of this ordinance taken after its passage and prior to its effective date is ratified and confirmed.

Section 3. This ordinance shall take effect and be in force 30 days after its approval by the Mayor, but if not approved and returned by the Mayor within ten days after presentation, it shall take effect as provided by Seattle Municipal Code Section 1.04.020.

Passed by the City Council the day of	, 2021, and signed by
me in open session in authentication of its passage this day of	, 2021.

: CB 120063, Version: 1	President	of the City	y Council
Approved / returned unsigned / ve	etoed this	_ day of	, 2021.
	Jenny A. Durk	an, Mayor	
Filed by me this day of		, 2021.	
		nez Simmons, City Cl	

SUMMARY and FISCAL NOTE*

Department:	Dept. Contact/Phone:	CBO Contact/Phone:
SDOT	Bill LaBorde/206.484.8662	Aaron Blumenthal/206.233.2656

1. BILL SUMMARY

Legislation Title: AN ORDINANCE relating to grant funds from the United States Department of Transportation for the construction of the Madison BRT-RapidRide G Line project; authorizing the Director of the Seattle Department of Transportation to accept specified grants and execute related agreements for and on behalf of the City; and ratifying and confirming certain prior acts.

Summary and background of the Legislation: This legislation would allow SDOT to execute agreements for, and accept, two key federal grant funds for construction of the Madison BRT-RapidRide G Line project CIP (MC-TR-C051): a USDOT Capital Investment Grants, Small Starts ("Small Starts") grant totaling \$59.9 million plus a \$4.76 million Congestion Mitigation Air Quality (CMAQ) grant. These two grants are the final pieces in the project funding plan as presented in the 2021-2026 CIP. SDOT expects to obligate these funds beginning 2nd quarter 2021, with construction commencing late 2nd or early 3rd quarter, and RapidRide G Line entering service starting with the September 2024 Metro service change. These funds were previously appropriated in the adopted 2021 Budget and are shown in the 2021-2026 CIP project page.

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<i>Z</i> .	CAPII.	\mathbf{AL}		APKU)		PKU	GRAM

Does this legislation create, fund, or amend a CIP Project? ___ Yes _ x__ No

3. SUMMARY OF FINANCIAL IMPLICATIONS

Does this legislation amend the Adopted Budget? ___ Yes __X_ No

Does the legislation have other financial impacts to the City of Seattle that are not reflected in the above, including direct or indirect, short-term or long-term costs? These grants are accounted for in the 2021-2026 CIP and 2021 appropriations are included in the adopted 2021 Budget.

Is there financial cost or other impacts of *not* implementing the legislation?

Yes. These grants together account for approximately 48% of the entire project budget and are critical to construct what is probably the most prominent capital project promised under the Levy to Move Seattle. If these grants are not accepted, SDOT will not be able to proceed

^{*} Note that the Summary and Fiscal Note describes the version of the bill or resolution as introduced; final legislation including amendments may not be fully described.

with the project for which PSRC and the Federal Transit Administration awarded these grants.

3.a. Appropriations

____ This legislation adds, changes, or deletes appropriations.

3.b. Revenues/Reimbursements

___ This legislation adds, changes, or deletes revenues or reimbursements.

4. OTHER IMPLICATIONS

- **a.** Does this legislation affect any departments besides the originating department? Not directly, although the project itself involves associated City Light and SPU improvements.
- b. Is a public hearing required for this legislation?

No

c. Is publication of notice with *The Daily Journal of Commerce* and/or *The Seattle Times* required for this legislation?

No

d. Does this legislation affect a piece of property?

The project has acquired two permanent easements for sidewalk and signal poles that are the subject of a separate Council Bill expected to be presented to Council at the same time as this legislation.

e. Please describe any perceived implication for the principles of the Race and Social Justice Initiative. Does this legislation impact vulnerable or historically disadvantaged communities? What is the Language Access plan for any communications to the public?

This project will provide improved access to educational and work opportunities by better tying in the Madison corridor east to Madison Valley into the regional high-capacity transit network. Beneficiaries of this improved access include both historic communities of color in Madison Valley and other parts of the Central District, as well as communities that have been displaced to other parts of the City and region by forces of gentrification. The project itself also provides important construction trades jobs and apprenticeship opportunities at a time when the economy will be trying to recover from the Covid-19 emergency.

f. Climate Change Implications

1. Emissions: Is this legislation likely to increase or decrease carbon emissions in a material way?

According to several recent studies, denser land uses best served by high-capacity transit, as well as transit itself as an alternative to driving, are among the most effective means for more rapidly reducing GHG emissions.

2. Resiliency: Will the action(s) proposed by this legislation increase or decrease Seattle's resiliency (or ability to adapt) to climate change in a material way? If so, explain. If it is likely to decrease resiliency in a material way, describe what will or could be done to mitigate the effects.

This project is less likely to measurably impact climate resiliency.

g. If this legislation includes a new initiative or a major programmatic expansion: What are the specific long-term and measurable goal(s) of the program? How will this legislation help achieve the program's desired goal(s). $\rm N/A$

List attachments/exhibits below:



SEATTLE CITY COUNCIL

600 Fourth Ave. 2nd Floor Seattle, WA 98104

Legislation Text

File #: Res 32000, Version: 1

CITY OF SEATTLE

RESOLUTION	
------------	--

- A RESOLUTION relating to Seattle Public Utilities; adopting a 2021-2026 Strategic Business Plan for Seattle Public Utilities; and endorsing a three-year rate path and a subsequent, three-year rate forecast to support the Strategic Business Plan Update.
- WHEREAS, Resolution 31534, approved by the City Council on August 11, 2014, adopted the Seattle Public Utilities (SPU) 2015-2020 Strategic Business Plan; and
- WHEREAS, SPU's Strategic Business Plan establishes the utility's vision, mission, and strategic framework, and highlights utility initiatives and investments, essential service delivery levels, and rate paths for six years; and
- WHEREAS, Resolution 31534 also directed SPU to review and update the Strategic Business Plan every three years, adding three years to the Strategic Business Plan and re-evaluating the subsequent six-year rate path; and
- WHEREAS, Resolution 31760, approved by the City Council on November 13, 2017, adopted SPU's 2018-2023 Strategic Business Plan Update; and
- WHEREAS, SPU completed a process to thoroughly review and revise its Strategic Business Plan covering the years 2021 through 2026; and
- WHEREAS, the strategic planning update process included extensive collaboration with SPU's Customer Review Panel, employee engagement and community outreach and research, including comprehensive review of more than 28 public and customer opinion studies commissioned by SPU and others, stakeholder meetings, business community interviews, non-English-speaking outreach, online surveys, and social media; and

File #: Res 32000, Version: 1

WHEREAS, the resulting, proposed 2021-2026 Strategic Business Plan contains an updated, three-year rate path and three-year rate forecast for water, drainage, wastewater, and solid waste rates developed by identifying, evaluating, and recommending reductions and priority additions to current utility expenditures and represents a lowering of SPU's previously adopted six-year average rate path from 5.2 percent to 4.2 percent; and

WHEREAS, the City Council reviewed the proposed 2021-2026 Strategic Business Plan, the associated rate path and rate forecast, the recommendations of the Customer Review Panel, and the results of the community research and outreach; NOW, THEREFORE,

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SEATTLE, THE MAYOR CONCURRING, THAT:

Section 1. The City Council adopts Seattle Public Utilities' 2021-2026 Strategic Business Plan ("Plan"), a copy of which is included as Attachment 1 to this resolution and incorporated by reference.

Section 2. To achieve the goals of the Plan, an average annual system rate increase of 4.2 percent is anticipated over the period of 2021 to 2026 across all four utility lines of business.

Section 3. The City Council requests that the Executive submit budgets for 2021 through 2026 in support of and consistent with the Plan and that, absent justifiable circumstances, do not result in rates higher than the Plan's rate path and rate forecast as adopted in this resolution.

Section 4. The City Council requests that the Executive submit rates for 2021 through 2026 that support and are consistent with the Plan and that, absent justifiable circumstances, are no higher than the Plan's 4.2 percent combined 2021-2026 average annual rate path and rate forecast as adopted in this resolution and shown in the lower right corner of the table below.

	Rate P	Rate Path			orecast		
Projected 6-Year Rate Path	2021	2022	2023	2024	2025	2026	2021-2026 Average
Water	0.0%	2.7%	4.7%	3.6%	4.2%	5.5%	3.4%

File #: Res 32000, Version: 1

Sewer	7.3%	3.1%	5.9%	0.5%	7.8%	3.6%	4.7%
Drainage	7.4%	8.6%	7.2%	3.9%	6.5%	6.7%	6.7%
Solid Waste	2.9%	2.9%	2.2%	2.3%	2.1%	2.1%	2.4%
Combined	4.5%	3.9%	5.0%	2.2%	5.4%	4.2%	4.2%

Section 5. Actual rate changes for each of Seattle Public Utilities' lines of business are subject to approval by the City Council via rate ordinances.

Section 6. Seattle Public Utilities will review and update the Plan every three years, adding three years to the Plan and re-evaluating the subsequent three-year rate path and three-year rate forecast. The next complete review and adjustment of the Plan will be completed in 2023 and encompass the years 2024 to 2029.

Section 7. Seattle Public Utilities will provide an update to the City Council, at least once annually, to track progress in achieving the goals of the Plan.

open session in authentication of it	s adoption this	day of	, 2021
	President	of the City Council	
The Mayor concurred the	day of	2021	
The Mayor concurred the	day of		
	Jenny A. Durkan,	, Mayor	
	open session in authentication of it	open session in authentication of its adoption this President The Mayor concurred the day of	Adopted by the City Council the day of, 2021, open session in authentication of its adoption this day of President of the City Council The Mayor concurred the day of, 2021. Jenny A. Durkan, Mayor

Filed by me this day of , 2021.

File #: Res 32000, Version: 1		
	Monica Martinez Simmons, City Clerk	-
(Seal)		
Attachments: Attachment 1 - 2021-2026 Seattle Public	Utilities Strategic Business Plan	



2021-2026 Strategic Business Plan

February 2021 (DRAFT)

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Your Invitation to Join Us

Thank you for making a difference in our community. Your water stewardship, recycling, and waste reduction helps keep Seattle Public Utilities' (SPU) rates affordable and reflects your commitment to our region's environmental ethic.

This utility, with our community, is a national leader in protecting and sustaining community health and the environment. At SPU, we have long recognized that how we manage water and waste has the power to drive transformative change for people and the planet. Today, this is more important than ever, as new and continuing challenges test our resiliency and resolve.

The challenges of coronavirus have been difficult. There has been tremendous suffering, but also hope—people supporting others, opportunities for greater connection with the outdoors, and emerging innovations and adaptation. Together, we have the power to confront challenges such as climate change, water and waste pollution, affordability, racial and social justice, and the impacts of the coronavirus crisis. It is time to rethink how we live and manage our resources, including water and materials that become waste. Imagine a future where together we:

- Transform how we capture and use water and protect our waterways;
- Reconsider what we produce, consume, and waste;
- Reimagine and restore our connections with nature, with each other, and with the most vulnerable in our community;
- Refocus how we invest our resources to be strategic, equitable, and affordable; and
- Stimulate jobs and a green economy.

These imperatives shape our aspirational vision to be your Community Centered, One Water, Zero Waste utility.

We understand this vision can only be achieved through community-wide partnerships with residents, businesses, environmental leaders, and others. By advancing our part of Seattle's Green New Deal, we can collaboratively prevent waste; prioritize sustainable resource management; facilitate greener and more efficient building; invest in and maintain our aging utility infrastructure; and partner to create new, green jobs that will benefit traditionally underserved communities and restore our environment.

We will work tirelessly to deliver essential utility services that match your values and exceed your expectations. We are creating a strong community inside and outside our organization. We want to be a place where equity, affordability, and sustainability guide our daily actions. We encourage continuous learning and improvement. We aim to always understand and respect customer and employee rights and responsibilities.

We ask you to help us achieve this shared vision. Please lend your imagination, your voice, and your actions to conserve our water resources, reduce waste, restore our environment, and build a stronger Seattle.

Let's work together, Mami Hara GM and CEO, Seattle Public Utilities

About Seattle Public Utilities

We provide essential drinking water, drainage and wastewater, and solid waste services to more than 1.5 million people in the greater Seattle area. About 1,400 SPU employees work with our community to provide affordable and equitable stewardship of our water and waste resources for future generations.

Our staff and our community work together on essential resource management, including:

- Protecting our mountain drinking water sources;
- Keeping our tap water safe and enjoyable;
- Educating residents, businesses, and youth about our protected watersheds, urban forest, waterways, and resource management stewardship;
- Increasing waste prevention, recycling, and composting;
- Keeping neighborhoods clean, healthy, and beautiful;
- Turning kitchen waste into healthy soil;
- Maintaining our sewer and drainage systems and reducing urban flooding;
- Preventing water pollution and supporting raingardens;
- Safely removing pollutants from streets, sidewalks, and open spaces; and
- Ensuring that investments benefit our customer-owners.

Guiding Principles

Our shared values guide all we do. To be community-centered and act in service to our customerowners, we collaborate to uphold SPU CARES principles:

Customers and Community We strive to understand and respond to customer and community

needs—inside and outside our organization.

Affordability and Accountability We do our best to ensure that utility services are available to

everyone regardless of ability to pay and we responsibly manage

and leverage every ratepayer dollar.

Risk and Resilience We seek to minimize utility risks, reduce our environmental

footprint, and improve our community's capacity to adapt to

change and persevere in the face of hardship.

Equity and Empowerment We work to dismantle institutional racism by building trusting

relationships, prioritizing equity and inclusion in decision-making, and creating opportunities for all. This includes listening to and investing in our people—the valued employees of Seattle Public

Utilities.

Service and Safety We focus on delivering high quality, reliable, and sustainable

services and infrastructure that prioritize the health and safety of

our employees and our community.

The Challenges Ahead

The profound impact of the coronavirus pandemic revealed, in new ways, our local community's compassion, hardiness, and strength. Most of all, it has shown that working together is a requirement for success. We must apply this sense of partnership, resilience, and resourcefulness to address the challenges that lie ahead.

How will we:

- Ensure the resilience and robustness of our infrastructure through all types of threats?
- Contribute to affordability in the face of increasing wage inequity and the challenges of a post-coronavirus economic recovery?
- Address climate changes, such as extreme storms, rising sea levels, and dry periods?
- Dismantle systemic racism and achieve social justice?
- Change the way we work, behave, and incentivize opportunities so prosperity is enjoyed by all?
- Stop millions of gallons of stormwater pollution and sewer spills that threaten our streams and waterways?
- Save our oceans and earth from overwhelming volumes of plastic and other waste?
- Eliminate toxic substances from what we use and consume to lead healthier lives and to prevent land and water pollution and expensive post-remediation efforts?
- Maintain our aging water and sewer infrastructure in ways that support environmental and resiliency goals?
- Find creative ways to reduce food waste and increase food security?

Strategic Business Plan Overview

This plan builds on our strength and focuses and guides essential service delivery and comprehensive business strategy for SPU's drinking water, drainage and wastewater, and solid waste responsibilities. It reflects and responds to values consistently expressed by customers and community: service, sustainability, equity, and affordability.

In the pages that follow, we identify SPU's focus areas and describe our long-term goals, near-term strategies, and highlighted initiatives and investments.

This plan looks forward to the next six years (2021-2026) and provides our customers with a predictable three-year rate path to be adopted by City Council and projections for the subsequent three years. We will update our plan and adopted rate path on a three-year cycle to allow for future uncertainties and adjustments.

Our Comprehensive Strategic Approach

As a public utility, SPU affects the community in ways that go beyond our delivery of service, collection, and billing. We have a responsibility to maximize our investments and long-term outlook for our customers. Our long-term sustainability and well-being depend on our entire community collaborating to drive down costs and reduce risks. Every home, office, and organization between the mountain watersheds to Puget Sound is in the water and waste business together.

Our approach maximizes:

- **Environmental and public health benefits** to build long-term restoration and resilience, while ensuring environmental justice in water and waste resource management.
- Community benefits to create equity and empowerment for residents and employees, recognizing the impact SPU work can have on economic opportunities, social cohesion, and cultural identity.
- **Economic benefits** to ensure that accountability, affordability, efficiency, and risk management drive how we manage the public's investments and infrastructure.

Your Utility, Your Voice

We work in partnership with you, our customers, to keep your water safe, your garbage sorted, and waste disposed of in ways that are good for the environment and our community. Customer voices helped shape this plan and will be vital to our success.

We conducted broad research and public engagement:

Voice of the Customer Research Review: To better understand residential and business customer experiences, opinions, and preferences, as well as employee perspectives, we conducted a comprehensive review of 28 research studies commissioned by SPU and others from 2010-2019. These studies captured feedback on a wide range of topics and included input from different types of SPU customers.

Community Outreach: We engaged diverse communities (including low-income and other hard-to-reach populations) through interviews with community leaders and outreach by Seattle Department of Neighborhoods community liaisons. These conversations took place in multiple languages and within neighborhoods. A five-question (translated) survey was promoted through community events, social media, bill inserts, our website, and other communications.

Employee Engagement: SPU employees shared their ideas through an online survey and group discussions. A series of workshops, focus groups, and online engagement tools refined our mission, vision, and values.

Outreach Highlights:

944 survey responses

52 in-depth interviews with community and business leaders

82,378 reached via Facebook

Business Interviews: In-depth interviews were held with a diverse cross-section of large, medium, and small business customers.

Customer Review Panel and Community Advisory Committees: Advisory groups provided feedback on the Strategic Business Plan, community outreach questionnaire, and SPU's progress in implementing the current plan.

What we learned:

- 1. SPU services are essential and highly valued. We are known for providing safe, high-quality drinking water; reliable drainage and sewer service; and effective garbage disposal and waste prevention.
- 2. People appreciate SPU's thinking about the future. Issues associated with growth, affordability, and climate change are recognized challenges for the utility.
- 3. Many recognize that SPU is doing more to create authentic partnerships in communities that have long been underserved—and there is more to be done.

Seattle Public Utilities Customer Review Panel

SPU's Customer Review Panel¹ provides advice and recommendations to the Mayor and City Council on the utility's strategic plan and rates. The panel includes representatives from private, public, and nonprofit sectors, utility experts, business leaders, and community representatives. The panel regularly met with SPU leaders and provided valuable input that shaped this effort.

Panel:
Noel Miller, Chair
Suzanne M. Burke
Bobby Coleman
Dave Layton
aura Lippman
Maria McDaniel
Thy Pham
Rodney Schauf
Puja Shaw

¹ The Seattle Public Utilities Customer Review Panel was created July 2018 through City Council Resolution 31825.

Our Mission and Vision

Our Mission:

Seattle Public Utilities fosters healthy people, environment, and economy by partnering with our community to equitably manage water and waste resources for today and for future generations.

Our Vision:

COMMUNITY Centered, ONE Water, ZERO Waste

Our bold vision reflects SPU's goals for the next 50 years of service, infrastructure investment, and management of water and waste. We will lead with equity and work in partnership with communities and employees to create a just and sustainable future. We understand that the actions we take today have the power to transform our employees, community, environment, and economy for generations to come.

My wish is that one day my great, great grandchildren stand on the shoreline and tell their children about how their great, great grandfather and his colleagues had the vision to restore it more than 100 years ago.

—Jerry Waldron, SPU Employee

Our Mission and Vision

Community Centered

- We put people at the heart of our work and work with them to understand and address their
 priorities. We seek to better understand and address employee, customer, and community
 needs, and build the long-lasting, equitable, and inclusive relationships necessary to address
 these needs.
- Together, we will identify community needs and co-create solutions that protect water, reduce waste, restore our environment, and build a stronger Seattle.
- SPU strives to live by this inclusive principle and embed it in all we do.

One Water

- Water is essential for life. Our health, wealth, and livelihoods depend on it, and we must protect it for future generations.
- One Water means we value and carefully manage water in all its forms: through conservation, capture, restoration, and reuse. Whether it is fresh water or wastewater, all water is protected and managed in an integrated and sustainable way, and all people and species have access to healthy waters.
- Examples of our evolving work include pipe system maintenance and investments, water conservation and RainWise programs, source control and spill response, combined sewer overflow control, and green infrastructure and watershed restoration.

Zero Waste

- All resources have value, and we strive to waste nothing. We must look at the whole life cycle of
 materials so we can eliminate waste, prevent pollution, encourage product durability and
 reusability, conserve natural resources, and ultimately build a circular and inclusive economy.
- Zero Waste protects health and the environment through the conservation of all resources from production through consumption without burning or pollution to land, water, or air.
- Examples of our evolving work include waste prevention, recycling and composting programs, food rescue, materials salvage, producer responsibility legislation, and sharps, litter, and household hazardous waste collection. This also reflects our commitment to finding efficiencies in our work and wisely using our resources.

Focus On: Delivering Equitable Essential Services

Essential service delivery represents the day-to-day services our customers and community need to live healthy lives. Our staff work year-round to deliver reliable water, drainage and wastewater, solid waste services, and Clean City services to homes, businesses, schools, nonprofits, and other organizations and places across our entire community.

Our Essential Workforce Includes:

Drinking Water Workforce

Manages and delivers safe and pure drinking water to Seattle and the King County region.

The drinking water supply system includes:

- Two pristine watersheds, supporting reservoir and transmission infrastructure and operations staff that bring water from the mountains to the City of Seattle and SPU's wholesale contract customers;
- Two water quality treatment facilities treat water and a regional water quality lab continuously tests and monitors drinking water purity; and
- Water distribution reservoirs, distribution infrastructure, and metering system operations and maintenance within Seattle.

Drainage and Wastewater Workforce

Manages wastewater and stormwater systems, compliance monitoring, pollution source control, waterway restoration, and spill response within Seattle.

- The wastewater system collects and conveys sewage and a portion of the city's stormwater to King County's regional wastewater treatment system.
- The stormwater system is a network of storm drains, ditches, culverts, outfalls, green stormwater infrastructure, and structures that control how rainwater moves through our urban area. The system works to prevent flooding and clean the water that feeds into our creeks, our lakes, and Puget Sound.
- Systems operations, maintenance, and source and pollution control crews help keep the water clean and flowing to the right places.

Solid Waste and Clean City Program Workforce

Manages garbage, recycling, and organic waste for residents and businesses, helping to keep Seattle clean and welcoming for all.

- The solid waste system includes overseeing waste collection, processing, and landfill disposal contracts and inspections; operation of transfer stations; maintenance of former landfills; and, through regional collaboration, household hazardous waste management.
- Clean City services address litter, graffiti, and illegal dumping needs and assist with trash, needle collection, and hygiene services for Seattle's unsheltered population.

Focus On: Delivering Equitable Essential Services

Our Essential Workforce (Continued):

Customer Service Workforce

Builds strong customer relationships, listens to input from customers, helps customers navigate City services, and improves the customer experience.

- The Contact Center (which also supports Seattle City Light) and SPU billing teams resolves billing and service inquiries, reads customer water meters, and issues accurate and timely utility bills.
- The Operations Response Center dispatches staff to respond to infrastructure breaks, hazards, spills, and emergency conditions.
- The Development Services Office helps developers and homeowners obtain new water utility services and supports staff working within Seattle Department of Construction and Inspection on side sewer permitting.

Utility-Wide Workforce

Provides critical support to frontline staff and utility asset infrastructure.

- SPU project delivery, engineering, construction management, survey, materials lab, and asset and facilities maintenance staff who directly support the front line and lines of business, ensuring infrastructure safety and effectiveness.
- Shared services, facilities, fleets, warehouse, and logistics staff reduce SPU carbon emissions, keep assets painted, repaired and functioning, and equip SPU's frontline crews with the facilities, vehicles, supplies and support they need to do their work.
- Emergency management, safety, security, risk, quality assurance and environmental management staff who manage system risks, preparedness, and response and keep our staff safe and prepared.

Focus On: Delivering Equitable Essential Services

Goal

Provide high-quality services: We're here 24/7, providing safe tap water, reducing waste and litter, managing wastewater and stormwater, and responding to all our customers.

Strategies

1. Strive for best-in-class

Stay knowledgeable and operate at the top of our field; demonstrate leadership in cost-effective, equitable, and cutting-edge service, engagement and partnership.

2. Provide reliable and rewarding experiences

Focus on improved and equitable customer service interactions and satisfaction with each individual experience using customer involvement, input, data, and analysis to improve performance.

3. Meet or exceed expectations, requirements, and commitments

Deliver excellent service and response to our customers, regulators, and community through every contact and in all areas of responsibility, whether it is installing water taps, responding to

flooding, complying with environmental and public health regulations, or reporting on SPU performance.

2018-2020 Accomplishments and Learnings

- Continued essential service delivery during COVID-19.
- Met all regulatory permit requirements and negotiated improved approaches.
- Improved billing practices to keep estimated meter reading to low levels, ensure billing accuracy, eliminate billing backlogs, and reduce call volumes.
- Reduced peak period call waiting times at the Customer Contact Center by over 17 minutes since 2017, and used data and lessons learned to anticipate and respond to spikes in call volume.
- Implemented Utilities Customer Self Service Portal Phase 1 in collaboration with Seattle City Light and Seattle Information Technology Department.

Performance Targets

We strive to achieve quarterly essential service delivery performance targets, meet all regulatory and financial commitments, and report our progress regularly. This information helps us track and improve our performance.

Learn More!
Accountability and performance metrics are included in the appendix.

Community well-being depends on a healthy environment fostered by good stewardship of water and waste resources. Without new strategies, we will continue to experience increasing costs and degradation created by pollution, disease, climate-change, over-consumption, and waste. Stresses on our region's natural systems also threaten the sustainability and affordability of our utility services and our local economy.

As the local utility responsible for managing most forms of pollution, waste, wastewater, litter, illegal dumping, spills, and graffiti, our work is directly tied to our community's actions and stewardship. Together, we can build regenerative, healthy ecosystems and circular economies that improve our quality of life.

We will work with our partners and community to embrace a nature-based, science-informed, and whole systems approach to the management of water and waste resources. We will incentivize green technology and innovations that ensure equity in human and environmental health outcomes regardless of race or neighborhood. We will restore and maintain a healthy community with clean and safe water, greater contact with nature, and efforts towards zero carbon and waste pollution—and we will do this work in beneficial, fair, and low-cost ways.

Goals

Develop One Water resilience: We protect water sources by cultivating healthy, adaptable watersheds and ecosystems and by using integrated and equitable water management strategies.

Advance Zero Waste circular economy:

We support and promote policies and practices that create a circular economy and reduce Seattle waste and carbon pollution as rapidly as possible.

Seattle's Green New Deal

City departments, including SPU, are working collaboratively to eliminate climate pollution, prioritize climate justice, and invest in an equitable transition to a clean energy economy.

2018-2020 Accomplishments and Learnings

- Completed a 10-year SPU Water System Plan and collaborated with the Saving Water Partnership to set an ambitious new regional water conservation goal during a period of anticipated population growth.
- Recognized as the U.S. solid waste industry's greenest fleet—200 fossil-fuel free vehicles by 2020.
- Reduced residential per capita waste generation rate to approximately half the national average.
- Completed a watershed vulnerability assessment evaluating climate change impacts and restoration approaches to protect Cedar River Watershed ecosystem functions.
- Became the first U.S. city to widely promote a ban on plastic straws and partnered with the Lonely Whale Foundation to inspire others to do the same.

Strategy 1: Invest in key water, stormwater, and wastewater projects and plans

Using more flexible, collaborative, and integrated water management approaches (e.g., water conservation, capture, restoration, and reuse) on substantial projects and plans will help maximize resilience benefits at lower costs.

Highlighted Initiatives and Investments²:

Shape Our Water: A Drainage and Wastewater Plan for a Water Resilient Future

Given uncertainty related to climate change, growth, and increasingly stringent regulations, SPU is developing an integrated system plan called 'Shape Our Water.' The plan includes a long-term vision and a short-term implementation plan and will guide investments, policies, programs, and projects that will improve the performance and resilience of our drainage and wastewater systems while optimizing social and environmental benefits for the city.

Key Commitments:

• Complete the Shape Our Water Integrated System Plan.

Ship Canal Water Quality Project

The Ship Canal Water Quality Project (SCWQP) will improve regional water quality by keeping more than 75 million gallons of polluted stormwater and sewage from flowing into the Lake Washington Ship Canal, Salmon Bay, and Lake Union on average each year.

Key Commitments:

- Deliver SCWQP on-time and within budget.
- Complete final design of the pump station and Wallingford and Ballard conveyance projects.
- Complete tunneling of the 2.7-mile storage tunnel for polluted stormwater and sewage.
- Start operation in 2025.

February 19, 2021 DRAFT

² Initiatives and investments are representative examples of how SPU will advance the strategies described in the Strategic Business Plan. Initiatives represent policy, planning, and program work and generally require less significant expenditures (under \$5M). Investments result in tangible infrastructure, asset, asset repair, or service and require more significant expenditures (over \$5M).

Strategy 2: Advance climate-resilient, nature-based, community-led solutions

When communities lead, we see improved innovation and sustainability around environment and health issues that matter most. Working together, we will use science and best practices to retool our water and waste practices. This will help build climate resiliency and restore connections between people and nature to improve the health of our waterways, watersheds, and neighborhoods.

Highlighted Initiatives and Investments:

Climate Justice, Adaptation, and Mitigation for Water and Waste

Climate resilience work includes investing in the leadership and ingenuity of communities to accelerate a just climate transition, adapting our natural and built systems and operations to a changing climate, and reducing the greenhouse gas emissions that contribute to climate change.

Key Commitments:

- Adaptively manage water supply and stormwater operations and make strategic system investments to adapt to a changing climate.
- Work with City departments and the Duwamish River Clean Up Coalition (DRCC) to build Resilience District partnerships to inform drainage and wastewater investments in South Park and prevent displacement of residents and local businesses from rising sea levels.
- Develop a de-carbonization strategy for existing and new SPU-owned buildings.
- Partner with King County to establish a carbon emissions footprint related to Seattle-area consumption and solid waste generation.
- Complete a wildfire risk assessment and management strategy to mitigate risks to the municipal water supply.

Green Stormwater Infrastructure

SPU is investing in Green Stormwater Infrastructure (GSI) to improve water quality, manage flooding, reduce regulatory costs, and build resilient infrastructure while maximizing community benefits and value for our customers. We are growing innovative cross-sector and community-led partnerships, tools, and approaches to leverage these nature-based investments and impacts throughout the city.

Key Commitment:

• Manage 510 million gallons of stormwater runoff annually with GSI investments.

Strategy 3: Reduce materials and carbon pollution

Pursuing changes that reduce the effects of waste and toxins and help transition Seattle to a more circular economy is a top SPU objective.

Highlighted Initiatives and Investments:

Waste Diversion

Waste diversion relies on improving the quality of recycling and composting streams, food rescue, and extended producer responsibility to reduce landfill volume and costs. SPU supports the statewide goal of cutting food waste by 50 percent by 2030. Our extended producer responsibility efforts engage product developers to create environmentally sound and socially responsible solutions for the end-of-life management of a wide variety of products.

Key Commitments:

- Work with state and regional partners to finalize a statewide framework for extended producer responsibility.
- Increase food rescue innovation partnership work.

Waste Prevention

Waste prevention work targets product consumption and consumer behavior, addressing the root cause of waste and toxins to reduce their impact. Product consumption accounts for about 42 percent of U.S. greenhouse gas emissions, making waste prevention an important climate change mitigation strategy. SPU will leverage partnerships to prevent waste, respond to changing recycling markets, and reduce the volume of single-use plastics.

Key Commitments:

- Develop and adopt a Waste Prevention Strategic Plan and metrics.
- Fund waste prevention innovation through SPU waste-free community grants.

Learn More!

Additional details about the investments and initiatives that advance this focus area are provided in the appendix.

We work with our customers, community, and staff to identify and refine our utility's priorities and approaches. Collaboration, both inside and outside the utility, will help us build a more just, livable, and resilient Seattle.

At the heart of this work is SPU's commitment to equity and empowerment—giving voice and power to all our customers, community, and employees. This work begins with addressing the insidious effects of racism and race and social justice disparity and acting to uplift disadvantaged populations through our work in whatever ways we can. This demands intentional and focused efforts and needs to be incorporated into all we do.

Over the long term, this means investing to address service, infrastructure, and assistance inequity; deepening inclusive engagement and partnership efforts; and enhancing opportunities for economic advancement and job opportunities related to utility work.

Each day, that commitment means ensuring our customers are heard, have service, and are empowered and educated to value water and reduce waste. It means we are working alongside community-based organizations, governments, schools, and businesses to maximize the collective benefits we can provide. And, at our workplace, it means that with each hire and at each meeting we are cultivating a diverse workforce and creating engaging and inclusive leadership opportunities and facilities so that we can attract and retain the next generation of essential workers.

Goals

Remove barriers: We support and uplift residents and businesses by ensuring equitable services, information, and educational materials to help everyone steward our shared, precious resources.

Partner with community to maximize the benefits of SPU investments: We are improving our investment strategies in ways that help SPU contribute to economic opportunity, enhance livability, and build sustainability.

Invest in our employees: We are cultivating a compassionate and dynamic work culture that prioritizes racial equity and attracts, inspires, and invests in existing and future employees—our most valuable resource.

2018-2020 Accomplishments and Learnings

- Applied learnings from customer assistance pilot work and customer feedback to improve notification and assistance to low-income households and small businesses.
- Filled all 20 SPU water pipe apprenticeship positions from a pool of over 680 applicants.
- Sponsored more than 60 youth over three years for City summer youth employment programs.
- Leveraged SPU South Park investments by helping to secure \$22 million in outside grants and partnerships.
- Used the experience of COVID-19 to honor and continue to improve support and connection to our frontline employees who have ensured uninterrupted delivery of our essential water and waste services.

Strategy 1: Provide utility assistance that makes a difference

Better understanding and responding to customer and community needs is good for business and the right thing to do. We are committed to continually improving financial and basic service assistance including support for unsheltered persons and those with low or fixed incomes; coordinating home, business, and industrial sustainability assistance and education; and enhancing customer self-service and smart utility and information technologies.

Highlighted Initiatives and Investments:

Customer Affordability Programs

We can make a meaningful difference in people's lives when we improve the effectiveness of financial assistance to customers in need. Our work in this area focuses on shut-off prevention, leak assistance, Utility Discount Program, Emergency Assistance Program, and payment plans.

Key Commitments:

- Expand outreach and participation in assistance programs (Utility Discount Program, Emergency Assistance).
- Expand leak adjustment policy for residential and commercial customers.

Side Sewer Assistance

To enhance affordability, SPU will implement a pilot program that eases the financial burden of repairing side sewers.

Key Commitments:

- Make pilot program incentives available to low-income customers in the form of grants, loans, rebates, or repairs.
- Use pilot results to potentially expand the program to serve a wider range of customers.

SPU Support Services for the Unsheltered

Relying primarily on non-ratepayer funding from the City of Seattle's Clean City program, SPU will work to provide cost-effective sanitation and disposal service solutions for unsheltered populations including trash, sharps, and RV services to address health, hygiene, and environmental needs.

Key Commitments:

- Pilot and evaluate cost-effective RV pump out service.
- Achieve 90 percent voluntary compliance rate for RV vehicles encountered by RV remediation pilot program.
- Pilot and evaluate alternative approaches to effectively deliver garbage and sharps collection services for the unsheltered population.

Strategy 2: Give voice and power through meaningful partnerships

Building more inclusive, equitable, trusted, and mutually beneficial relationships with community, businesses, and our most vulnerable populations will diversify our perspective and guide how decisions are made. Our efforts are aligned with the City's Race and Social Justice goals and prioritize outreach to traditionally hard-to-reach communities, improve connections with and between employees (especially those on the front lines of service delivery), and enhance regional partnerships and collaboration. We will also work to incentivize the creation of job opportunities that support responsible water and waste utility innovations in building, industry, and nature-based technologies.

Highlighted Initiatives and Investments:

Seeds of Resilience Impact Investment Proposal

SPU seeks to build water resiliency, encourage a circular economy, and grow blue-green job opportunities with an emphasis on supporting Black, Indigenous and People of Color (BIPOC) communities through an innovative investment program. This project will assess viable approaches for designing, funding, managing, and evaluating a pilot program that fosters Community Centered, One Water, and Zero Waste entrepreneurship.

Key Commitments:

- Develop a proposal and enabling ordinance for Mayor's Office and City Council approval.
- If approved, launch pilot investment program.

Race and Social Justice (RSJ) Strategic Plan

When we build trust and strengthen partnerships with community organizations, we improve equity and social outcomes for the City of Seattle. SPU will update its existing RSJ plan to reflect current needs, assess the extent to which RSJ policies are supported across the utility, and recommend opportunities to improve our policies and practices.

Key Commitments:

 Revise Environmental Justice and Service Equity (EJSE) Division Race and Social Justice Strategic Plan.

Strategy 3: Foster a more equitable workplace, work culture, and better work opportunities

Investing in changes that strengthen the diversity and appeal of working for SPU will reap rewards today and tomorrow. Our goal isn't just to be better—it's to be the best place our employees have ever worked. We cannot fully deliver on our service or policy priorities without investments in our people and the places they work. This includes investments in workforce attraction and recruitment, learning and development, and retention. It also means improving facilities and workspaces.

Highlighted Initiatives and Investments:

SPU Workforce Development

Workforce planning is an interconnected set of solutions to meet employment needs. It can include changes to culture, changes to employee engagement, and improvements to employee skills and knowledge that will help to positively influence SPU's future success. This is important to rebuild, retain, and recruit our workforce. We can stay ahead of changes by building on internal programs and creating opportunities for employees to stay within SPU and the City of Seattle. An equity, race, and social justice lens will be applied to all our work.

Key Commitments:

- Implement SPU's Workforce Development Plan.
- Model shared and inclusive leadership and what it means to be a community-entered utility in structuring the work of SPU's people, culture, and community branch.

Workforce Facilities Investments

The workforce facilities program includes efforts to improve working conditions for frontline employees at South Operations Center (SOC), North Operations Complex (NOC), Cedar Falls Phase 2, as well as improved space utilization efficiencies at the Seattle Municipal Tower and in the SPU Facilities Master Plan. Work that improves operational efficiencies will be prioritized and facility improvements will address maintenance issues.

Key Commitments:

- Complete planning and begin design and construction for NOC, SOC, and Cedar Falls Phase 2 projects.
- Develop recommendations for Seattle Municipal Tower renovations that consider a reduction of rented space, expanded use of telecommuting, and more collaborative and temporary workspaces that leverage learnings from the coronavirus pandemic.
- Complete Facilities Master Plan Strategy update.

Learn More!

Additional details about the investments and initiatives that advance this focus area are provided in the appendix.

How we manage utility business practices matters. Our customers expect their faucets to flow, toilets to flush, and garbage to be picked up. These services are delivered under increasingly complex and costly regulations and via aging infrastructure that must be resilient in the face of challenges such as earthquakes and climate change. At the same time, we must be attuned to what the community can afford. The utility will examine its business practices and assess ways to improve service, be more efficient, and provide value. We will also use the best available science, data, and analysis to inform utility decision making and performance.

We are committed to providing utility pricing and assistance to customers that ensures everyone receives the services they need. The cost of our services is often constrained by the need to maintain infrastructure, encourage conservation, safeguard the environment, and protect public health. However, we recognize the importance of addressing affordability and we are taking actions to reduce costs, increase productivity and efficiency, invest in assets that have multiple benefits, and remove barriers to service access.

SPU's commitment to affordability is comprehensive and extends beyond rates to include capital project delivery and implementation of utility business processes and practices. Our infrastructure asset management approach is systematic and balances short- and long-term risk with cost and public benefit. We will continuously evaluate and adjust our work to ensure our assets are in good condition.

Goals

Enhance ratepayer affordability: We are focused on financial sustainability and careful use of our resources to help us manage costs for our ratepayers.

Manage assets and risk optimally: We are investing in operations, infrastructure, and technologies that carefully manage SPU risks, resilience, and effectiveness.

Be an adaptive, learning organization: We are continuously improving and deepening our culture of safety, excellence, and innovation.

2018-2020 Accomplishments and Learnings

- Reduced SPU's adopted rate path by 20 percent and paved the way for greater reductions in future years through adoption of our Accountability and Affordability Strategy Plan.
- Saved \$66 million by securing a \$192.2 million low-interest EPA Water Infrastructure Finance and Innovation Act loan for the Ship Canal Water Quality Project and broke ground on its delivery.
- Negotiated new solid waste collection contracts, lowering costs.
- Launched a Drainage and Wastewater pipe lining crew to increase the lifespan of our assets.
- Completed a water system assessment of seismic vulnerabilities and priority investments.

Strategy 1: Deliver on accountability and affordability commitments

Affordability and accountability are top priorities for our customers and for SPU. We will make changes that reduce our rate increases and holistically improve transparency and performance reporting. We will align and adapt our environmental regulatory work, improve the speed and efficiency of capital planning and delivery, streamline budget and financial planning practices, and build collaborative partnerships that refine our priorities, help manage our costs, and increase our impact.

Highlighted Initiatives and Investments:

Accountability and Affordability Strategic Plan

As Seattle residents contend with a tumultuous economy, high costs of living, and inequitable access to opportunity, SPU must help customers who are struggling to afford essential utility services. This strategy proposes a holistic approach to deliver our essential services, keep rate increases lower, focus corporate culture on continuous improvement, and make investments that deliver multiple benefits to the community. The implementation plan targets improvements in several areas including capital planning and delivery, process efficiency improvements, financial management, alternative funding and partnerships, and improved reporting about SPU performance and investments.

Key Commitment:

 Implement three-year actions and recommendations of the Accountability and Affordability Strategic Plan.

Strategy 2: Improve how we manage risk and invest in system assets and infrastructure

Upgrading how we manage, maintain, and invest will help us reduce risk, improve resilience, and take better advantage of opportunities. We will focus on strengthening overall strategic asset management investment and performance, addressing high risk infrastructure, and prioritizing work that yields multiple benefits.

Highlighted Initiatives and Investments:

Risk and Resilience Strategic Plan

To improve SPU's ability to respond to risks and unexpected events, SPU will seek organization-wide opportunities to encourage and facilitate experimentation and investment that maximizes benefits and reduces negative impacts. Our work in this area focuses on collaborative planning, capacity development, and vulnerability reduction.

Key Commitment:

• Create and implement tools and guidance for SPU work units to identify risk, take action, and increase resilience.

Water Seismic Resilience

A recent SPU-commissioned study found that a catastrophic earthquake in the region would result in total water pressure loss within approximately 20 hours and take 10 to 25 days to restore 50 percent of water service, but that seismic upgrades could significantly cut down service restoration time. This effort aims to improve the seismic resiliency of the water system to mitigate the impact of earthquakes.

Key Commitment:

 Implement short-term recommendations of the SPU Seismic Study, with the focus on emergency preparedness and response planning, as well as system isolation and control strategies.

Highlighted Initiatives and Investments (Continued):

Water Asset Management and Opportunity Work

This program focuses on asset management and enhanced investment in SPU's aging drinking water infrastructure and deferred maintenance to reduce long term system costs. Efforts include infrastructure opportunity work that supports transportation projects and other City capital investments and leverages cost savings from reduction of paving restoration costs.

Key Commitments:

- Complete planned water main and service line replacements and install new corrosion control (cathodic protection) on transmission pipes.
- Complete priority planning, replacement, and rehabilitation work.
- Reduce backlog of maintenance work orders for hydrants and critical valves.
- Report on budget and schedule deviations larger than 25 percent for externally driven transportation opportunity projects.

Drainage and Wastewater Asset Management Work

The average age of SPU's wastewater infrastructure is over 80 years old. SPU will invest in the rehabilitation of our sewer pipes, pump stations, combined sewer overflow outfalls, and force mains to address infrastructure needs. A renewal program will also be developed for making future investments in the City's drainage system assets.

Key Commitments:

- Complete rehabilitation schedule for sewers, pump stations, force mains, and drainage assets
- Clean, replace, and rehabilitate key Combined Sewer Overflow (CSO) outfalls.

Strategy 3: Support a continuous improvement culture

When all employees practice continuous improvement, we can improve services, create efficiencies, and learn from each other. Our objectives are to train for and build upon a culture of constant improvement focused on experimenting and streamlining processes, employ a 'plan-do-check-adjust' approach, streamline processes, and reduce waste. SPU will reflect this commitment in all aspects of our work and across all initiatives and investments.

Learn More!

Additional details about the investments and initiatives that advance this focus area are provided in the appendix.

Keeping Rates Predictable and Affordable

A key element of a utility Strategic Business Plan is to balance forward-looking improvements with the thoughtful use of ratepayer revenue.

Previous sections of the plan describe SPU's vision and long-term goals and highlight key initiatives and investments. This section explains how SPU's rates are structured to collect only the amount of revenue needed to support its business operations and financial obligations, while responding to regulatory requirements and preparing for future challenges.

Ratepayers pay for essential services, infrastructure, and day-to-day operations through their utility bills. This ensures our services are there when needed. These utility rates assume that the current level of operations will continue, and that SPU is responding to the needs of the future.

To deliver value, enhance affordability, and demonstrate accountability, SPU develops rates by evaluating a complex mix of factors. The analysis includes operating costs, capital investment needs, long-term risks, debt repayment, service demands, financial policies, and anticipated revenue associated with delivering services across three lines of business—water, drainage and wastewater, and solid waste.

Factors Impacting Rates

SPU's rates are driven by the cost of services. SPU has been working to reduce costs and flatten rate increases over time. While a consistent growth in rates is expected due to inflationary factors, SPU's projected rate path for the 2021-2026 period is projected to be lower than what was anticipated in previous rate paths (2018-2023 and 2015-2020).³

Factors lowering the growth in the cost of services include:

- Improving capital investment planning to better reflect probable investments,
- Using cash balances to smooth rate changes,
- Negotiating lower solid waste contract rates, and
- Reducing the cost of borrowing money.

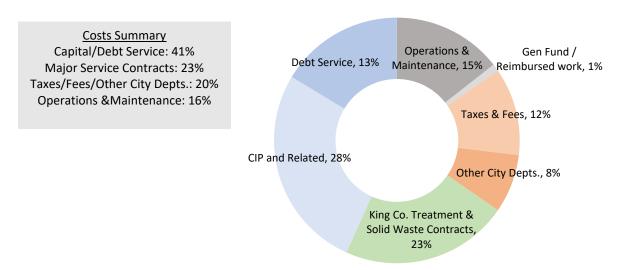
There are also factors that are increasing costs at a faster pace and offsetting cost savings. These include:

- Higher than expected increases in King County's wastewater treatment charges to Seattle,
- Funding for large capital projects required for state and federal regulatory compliance,
- Targeted funding increases to address deferred maintenance of aging capital assets, and
- Increased commitment and obligations to keep pollutants out of our water.

Chart 1 (see next page) further explains what drives the projected rate path by showing SPU's expenses by category.

³ The utility reviews and recommends 'rate paths' within its Strategic Business Plan, over six-year periods.

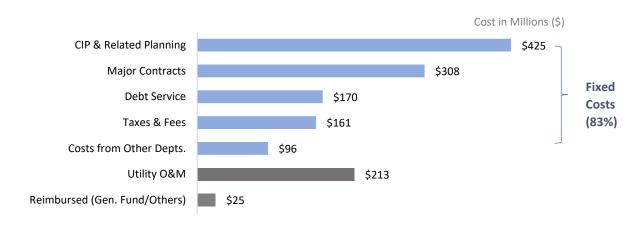
Chart 1: SPU Expenses by Category (2021-2026)



SPU's largest cost area consists of capital costs and related debt service, accounting for 41 percent of the budget. Major service contracts, including King County wastewater treatment, account for 23 percent; and taxes, fees, and costs paid by SPU to other City departments make up 20 percent. Utility operations, which includes work required to deliver essential services and work on behalf of the City's General Fund, and work that is reimbursed by other departments, makes up 16 percent.

Chart 2 further explains expenses by showing costs in dollars for 2021. The total 2021 annual budget is \$1.4 billion. Fixed (non-discretionary) costs and CIP costs make up 83 percent of the budget (or \$1.2 million for 2021).

Chart 2: Expenses by Category (2021)



Three-Year Rate Path and Additional Three-Year Projection

SPU's projected rate path is provided below. This six-year planning horizon is updated every three years.

The projected 2021-2026 average annual rate increase is projected to be lower than the adopted 2018-2023 rate increase. Chart 3 illustrates that updated growth rates are expected to average 4.2 percent (orange line) and 20 percent lower than the last adopted Strategic Business Plan, and nine percent lower than the 2015-2020 Strategic Business Plan.

Chart 3: Projected Rate Path



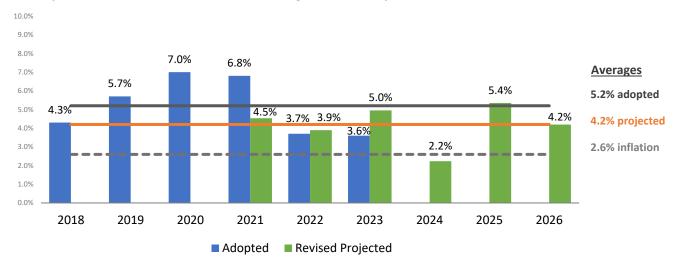


Table 1 describes the projected three-year rate path and projected three-year rate forecast for the six-year period, by line of business and combined.

Table 1: Projected 2021-2026 Average Rate Increases

	Rate Path			F			
	2021	2022	2023	2024	2025	2026	Average
Water	0.0%	2.7%	4.7%	3.6%	4.2%	5.5%	3.4%
Wastewater	7.3%	3.1%	5.9%	0.5%	7.8%	3.6%	4.7%
Drainage	7.4%	8.6%	7.2%	3.9%	6.5%	6.7%	6.7%
Solid Waste	2.9%	2.9%	2.2%	2.3%	2.1%	2.1%	2.4%
Combined	4.5%	3.9%	5.0%	2.2%	5.4%	4.2%	4.2%
	Approved rate legislation currently in effect						

Our Financial Position is Strong

SPU takes a fiscally balanced approach to its financial policies and reserves. By maintaining sufficient reserves, the utility is better able to weather fluctuations in revenues and expenses and navigate financial uncertainty. These prudent practices protect our asset investments and benefit customers through the avoidance of extraordinary rate increases and volatility.

Rate Impact to Customers

Table 2 below shows typical monthly bills for several different types of customers.

Customers who decrease their service consumption through conservation will experience smaller bill impacts. For instance, customers might reduce their cost by conserving water and switching to smaller garbage bins through recycling and composting more. We also offer incentives to divert and keep rainwater on private property through rain gardens and cisterns.

Table 2: Typical Monthly Bill Examples

Typical Monthly Bill for a Single-Family House							
	2021	2022	2023	2024	2025	2026	
Water	\$46	\$47	\$49	\$51	\$53	\$56	
Wastewater	\$72	\$75	\$79	\$79	\$85	\$89	
Drainage	\$50	\$54	\$58	\$60	\$64	\$69	
Solid Waste	\$55	\$56	\$58	\$59	\$60	\$61	
Combined	\$223	\$232	\$244	\$250	\$263	\$275	
Monthly Change	\$15	\$9	\$12	\$6	\$13	\$12	

Typical Monthly Bill for a Multifamily Unit (Apartment Building)								
	2021	2022	2023	2024	2025	2026		
Water	\$25	\$26	\$27	\$28	\$29	\$31		
Wastewater	\$65	\$67	\$71	\$71	\$77	\$80		
Drainage	\$9	\$10	\$11	\$11	\$12	\$13		
Solid Waste	\$28	\$29	\$30	\$30	\$31	\$32		
Combined	\$127	\$132	\$138	\$141	\$149	\$155		
Monthly Change	\$4	\$4	\$7	\$2	\$8	\$6		

Typical Monthly Bill for a Convenience Store								
2021	2022	2023	2024	2025	2026			
\$107	\$110	\$115	\$120	\$125	\$131			
\$325	\$335	\$355	\$357	\$385	\$399			
\$121	\$131	\$140	\$146	\$155	\$166			
\$556	\$573	\$585	\$599	\$611	\$623			
\$1,109	\$1,149	\$1,196	\$1,221	\$1,275	\$1,319			
\$38	\$40	\$47	\$25	\$55	\$44			
	\$107 \$325 \$121 \$556 \$1,109	2021 2022 \$107 \$110 \$325 \$335 \$121 \$131 \$556 \$573 \$1,109 \$1,149	2021 2022 2023 \$107 \$110 \$115 \$325 \$335 \$355 \$121 \$131 \$140 \$556 \$573 \$585 \$1,109 \$1,149 \$1,196 \$38 \$40 \$47	2021 2022 2023 2024 \$107 \$110 \$115 \$120 \$325 \$335 \$355 \$357 \$121 \$131 \$140 \$146 \$556 \$573 \$585 \$599 \$1,109 \$1,149 \$1,196 \$1,221 \$38 \$40 \$47 \$25	2021 2022 2023 2024 2025 \$107 \$110 \$115 \$120 \$125 \$325 \$335 \$355 \$357 \$385 \$121 \$131 \$140 \$146 \$155 \$556 \$573 \$585 \$599 \$611 \$1,109 \$1,149 \$1,196 \$1,221 \$1,275 \$38 \$40 \$47 \$25 \$55			

Information in this table is for illustrative purposes. SPU bills water, wastewater and solid waste charges to property owners who may pass these costs to renters or tenants. Drainage charges are billed to customers on their King County property tax statements. Totals may vary due to rounding.

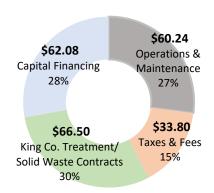
Residential and commercial customers each account for approximately 45 percent of the rate revenue across all three utility funds. The remaining 10 percent comes from wholesale customers, including other cities and districts.

Chart 4 shows how a typical residential customer's bill is spent across utility expense areas.

Chart 4: Where the Money Goes

Typical Customer Bill Breakout

Single Family Home Monthly Bill: \$222.62



Customer Financial Assistance

SPU's affordability and accountability work aims to keep rate increases to the lowest possible level, reducing potential hardship for our customers. But if customers need financial assistance, we can help them in a few ways:

- **Conservation and education programs** which help people understand their usage and bills and identify ways to potentially reduce them;
- The *Utility Discount Program* which provides ongoing bill assistance to the lowest income families and uses customer data to target marketing, signup, and assistance to those in need;
- The *Emergency Assistance Program* which provides credits toward one bill
 per year for lower-income households or two bills per year for households
 with children;
- **Payment plans** which provide customers with flexibility in payment arrangements that fit their needs; and
- The Community Donation Fund which allows for voluntary contributions to help those who are in need.

SPU has been actively promoting these programs to ensure people know help is available when they need it. We have also improved these programs to make rates more affordable for low-income customers, and we plan to continue this work in the years ahead. To date, we have:

- Worked proactively with low-income customers and small businesses,
- Increased Utility Discount Program enrollment through a self-certification pilot,
- Improved the Emergency Assistance Program and shut-off prevention and notification,
- Created more flexible payment arrangements,
- Eliminated interest charges on late bills, and
- Started to use customer data and predictive analytics to target our efforts.

We are pleased to present this plan for further consideration by the Seattle City Council. We look forward to additional engagement on this plan with the Council as we use it to guide our success in the years ahead.

Supporting Documents and Appendices

The 2021-2026 Strategic Business Plan and supporting materials are available at:

https://www.seattle.gov/utilities/about/plans/strategic-business-plan

Appendices:

- A. Customer Review Panel Letter
- B. Executive Summary
- C. Accountability and Performance Reporting
- D. Highlighted Initiative and Investment Detail
- E. Community Research and Outreach Summary
- F. Financial Forecast
- G. Seattle Public Utilities Accountability and Affordability Strategic Plan
- H. Seattle Public Utilities Risk and Resiliency Strategic Plan

Seattle Public Utilities Customer Review Panel

c/o <u>Danielle.Purnell@seattle.gov</u> P.O. Box 34018, Seattle WA 98124-4018

February 18, 2021

Councilmember Alex Pedersen, Chair, Transportation and Utilities Committee Members, Transportation and Utilities Committee
The City of Seattle
600 Fourth Avenue
P.O. Box 94749
Seattle, WA 98124-4749

RE: Seattle Public Utilities Customer Review Panel Comments on the Proposed SPU Strategic Business Plan for 2021-2026

Dear Chair Pedersen and Members of the Transportation and Utilities Committee:

This letter presents our comments on the Proposed Seattle Public Utilities (SPU) Strategic Business Plan for 2021-2026 (Plan) in fulfillment of our duties as members of the Seattle Public Utilities Customer Review Panel (Panel) set forth in Resolution 31800.

We endorse the Plan and support its adoption as presented. This letter includes a number of detailed comments regarding the Plan. Our primary messages regarding the Plan are as follows:

<u>Rates</u>: We are pleased that the projected 6-year rate path is lower than that in the previous strategic plan: the 6-year weighted average annual rate increase across all SPU's lines of business in the 2021-2026 period is projected to be 4.2%, down from 5.2% in the 2018-2023 SPU Strategic Business Plan.

SPU's commitment to drive rates down is admirable and should continue to be a priority. SPU provides essential basic services – water, sewer, drainage, solid waste collection and disposal. Ensuring the affordability of these services, particularly for lower income customers and smaller businesses, is a priority for the Panel.

That said, the reduction in rates compared to the last plan has largely been accomplished by spending of cash reserves built up over the last three years because SPU's capital project accomplishment rate was far less than anticipated. These delays were due to a variety of causes, including but not limited to SDOT deferring work on several of the Move Seattle projects. This raises two concerns: first, a lower rate path derived from spending of cash reserves is not likely to be sustainable, and second, the underaccomplishment rate of some capital projects and deferral of others may be creating additional rate pressure as asset maintenance and rehabilitation needs are going to increase in future years, and several planned capital projects were not accomplished or delayed over the last three years.

In the long-term, SPU has growing needs for asset repair and replacement funding which will continue to put upward pressure on rates. Federal and state regulations will add to this pressure. SPU's ability to bring its capital projects in on time and on budget is an area for continued focus and emphasis. Overall,

SPU and the City face an important balancing act between the desires to keep rates low and, at the same time, maintain and replace aging infrastructure, increase water quality protections, adapt to the impacts of climate change and address the seismic risk to its infrastructure.

Seeking a Recommitment to Ongoing Dialogue with City Leaders: SPU's budget is over \$1.3 billion a year; the utility employs over 1430 people. In 2017, the Council determined that the Panel should not disband at the end of its initial planning task but instead be converted to a permanent standing body whose role is "to provide ongoing stakeholder oversight" as SPU develops and implements its strategic business plans. We are charged in part to "work closely with staff designated by the City Council and the Mayor to understand the issues and concerns of the City Council and the Mayor." If the development of SPU strategic business plans remains important to City leaders, the challenges ahead can be better met with active engagement between the Mayors' office, Council, SPU and the Panel. We would like to strengthen our communication with you and the Council moving forward, to have an ongoing dialogue on SPU's work and its path forward. We ask for your support of this goal.

The Strategic Planning Process and the Panel

Per Council directive, SPU is required to develop a 6-year strategic business plan, and to update that plan every three years. Particularly noteworthy in the process leading up to submittal of this current Plan has been the internal work SPU did to update its vision, mission and values, and the more detailed guidance for improving operations included in two new plans: *Affordability & Accountability* and *Risk & Resiliency*. We commend SPU's focus on these initiatives. Other important work, around equity and empowerment in the form of a Race & Social Justice (RSJ) plan for SPU, is also underway. We look forward to hearing more about the RSJ work in the future.

The Panel works to provide SPU, the Mayor and Council advice in the development and implementation of the Plan. As noted, the Panel was made a permanent body in 2017. The Panel met 21 times over the last three years leading up to the completion of the Plan. It has been an intensive and time-consuming effort on the part of customer volunteers. While we started with quarterly meetings, that pace had to accelerate in the last several months to two meetings per month each lasting two to three hours, in order to complete our review of the Plan and the various initiatives and investments included in it. Frankly, this is not a sustainable schedule for some of us with full-time jobs, and it has been very helpful in this work to have the knowledge base of several of our members who have been long involved with SPU. We will be working with SPU to develop a revised approach to accomplish our oversight responsibilities. Hopefully, that may include some in-person meetings again when the pandemic is behind us.

SPU took a new approach to public outreach process as part of this Plan. That approach included: compiling data from 28 other surveys and studies recently completed across the City; completing several dozen interviews of businesses and members of under-represented communities; deploying a concise five-question poll of internal and external partners. In light of the COVID-19 pandemic, this was a creative and cost-effective approach. We note that it continues to be a challenge to engage those in our community lacking adequate online access: this is a larger challenge for the City that is more urgent as COVID-19 has reduced the City's ability to interact in more traditional ways with ratepayers and

taxpayers. We also anticipate that in future years, SPU will need to gather new customer data, particularly in order to understand the post-COVID world in which we will be operating.

In terms of customer engagement, SPU has historically benefitted from the input of three Community Advisory Committees ("CACs")—one focused on solid waste, one on water, and one on wastewater and drainage. While the Solid Waste Advisory Committee continues as part of Interlocal agreement commitments, SPU has chosen to disband the "Creek Drainage and Wastewater Advisory Committee" and the "Water System Advisory Committee" effective December 2020. The CACs have a unique diversity of membership (several of the Panel members have served on them) and have been able to provide the needed in-depth analysis of SPU's many specific programs, services and initiatives that the CRP does not have the time to do. It is important for a new community engagement strategy to be in place soon; we encourage SPU to utilize members of the disbanded CACs during the transition to the new engagement strategy.

Progress by SPU since last Strategic Plan, and Assessment of Current Challenges

SPU has made important progress in several areas since the 2018-2023 Strategic Business Plan was adopted. The reduction in the rate path, noted above, is one of them. We are also seeing progress in SPU's asset management programs; implementation of the Combined Sewer Overflow Consent Decree; and completion of the seismic vulnerability assessment of the water system. The critical Ship Canal CSO Control project has also made good progress in the last three years and all indications are that it is will be delivered within the Consent Decree timeframe and within the allotted budget. As noted above, we think the work and stated goals on *Affordability & Accountability*, and *Risk & Resiliency* are extremely important; we plan to carefully track the utility's progress in implementing both these plans.

SPU also faces some daunting challenges. Federal and State Regulatory mandates continue to increase capital and operating costs; climate change adaptation response remains a critical and expensive long-term effort; about a quarter of the SPU workforce is currently eligible to retire. In the near-term, significant departure of long-serving staff could result in major loss of institutional knowledge if not managed correctly. Other important challenges we are identifying include:

- Aging water and sewer system infrastructure needs replacement at an ever-increasing rate, according to updated asset management plans. SPU continues to have a backlog of repair and replacement work on hydrants, pumps and valves. That backlog remains much as it was three years ago. The 50-year projections on what will be required *annually* to replace the utility's infrastructure dwarfs current spending on assets: this is a long-term affordability challenge that must be grappled with sooner rather than later.
- Essential and sub-standard operational facilities identified for major rehabilitation three years
 ago remain uncompleted: the North Operations Center, South Operations Center, and Cedar
 Falls Maintenance facility and Seattle Municipal Tower office space renovations were all funded
 and programed in the last Strategic Business Plan (2018-2023). All of these projects were
 subsequently re-scoped and remain uncompleted. The Utility has wisely, in our view, reduced its
 budget assumptions around the completion rate on capital projects, but it will still take

tremendous focus and management effort to improve SPU's delivery of capital projects over time.

- King County released a proposal that would have increased its rates nearly 10% in each of the next three biennia. While the County's adopted 2021 wastewater pass-through rate was reduced to 4.5% after regional outcry, we may be facing steep increases here in future years. This situation highlights the need for better communication with the County and its partners, as well as stepped up rate controls in the County wastewater contract.
- COVID-19 has introduced new uncertainty into consumption patterns and set us backward on some of our environmental goals (e.g., plastic bags are again widely used in Seattle). This increased uncertainly may impact SPU's ability to deliver as promised in the Plan. That said, SPU services are without doubt essential. The Utility has demonstrated great resilience through the COVID pandemic, seamlessly maintaining services and developing new responses to address emergent needs in the community. The Panel commends SPU and staff for their excellent performance over the course of the pandemic.

Looking forward to opportunities on the horizon, SPU has a placeholder initiative in the Plan called "Seeds of Resilience;" this presents a creative approach to use SPU's market leverage to advance community economic development opportunities in BIPOC communities. It also seems to align with some goals of the City's Green New Deal. We believe that this initiative will be a challenge for SPU to implement given the workload on their plate. It is important to us that this initiative not increase rates. We will be interested to see how this concept develops into a specific set of recommended actions for the Mayor and Council's consideration.

The 2021-2026 Strategic Plan

The Panel endorses the Plan and supports its adoption in the form submitted to the Mayor. We have a number of observations about activities within each of SPU's three lines of business (Water, Drainage and Wastewater, and Solid Waste) we share below, after first identifying our **overall priority issues**, which align closely with the Accountability & Affordability and Risk & Resiliency plans:

> Affordability and Accountability (A&A):

- Asset management programs must continue to evolve and strengthen.
- A strategic assessment of *long-term* infrastructure funding needs is required.
- Improving capital project delivery process oversight must remain a major priority for SPU. A number of strategies to improve capital project delivery are outlined in the *Affordability and Accountability* plan. We will be tracking these with interest.
- We applaud SPU's work in developing metrics in the last two years. SPU is also preparing to a launch a new capital projects overview report, which we think will be extremely helpful to management and the Panel.

• SPU must continue to focus on ways to be more efficient in its operations and capital programs delivery, in order to slow growth in rates in the face of other cost pressures.

> Risk and Resiliency (R&R):

- The Climate Change adaptation strategy is important and needs additional refinement.
- Completion of upgrades at the North and South Operations Centers which serve as essential facilities should be a priority for SPU to become more resilient.
- Seismic upgrade planning and implementation is underway for the regional water system.
 Further planning for SPU's other lines of business, with additional implementation details, is needed.

Turning now to each line of business, we offer the following additional comments:

> Water

- We applaud the Division's continued efforts on watershed protection, restoration, and sustainability in face of climate change.
- A key part of Risk and Resiliency planning is seismic retrofitting of the regional water transmission and local distribution systems. This is a critical investment that we are glad to see prioritized in the Plan.

> Drainage and Wastewater

- Progress on the Ship Canal CSO project is a major accomplishment thus far; this is the largest CIP
 project in the utility's history and remains largely on schedule and on budget. Close oversight of
 this project must continue.
- The "Shape Our Water" plan will inventory and integrate all drainage and wastewater system infrastructure needs. We anticipate very sizeable investment needs may be identified for stream culvert replacement. Making all of Seattle's streams passable by fish is a potentially enormous unfunded mandate. State and federal funding here should be aggressively pursued. The Panel believes strongly that all these costs should not fall entirely on SPU: road culvert replacements should be the financial responsibility of the City and State Departments of Transportation (SDOT and WSDOT).
- Seismic upgrades are planned for water; drainage and wastewater operations will need them as
 well, and these needs are not yet identified or prioritized. This work will take place in the context
 of the "Shape our Water" planning. Needed seismic upgrades will put continued pressure on
 drainage and wastewater rates.
- Rate pressure will also be continuing in the form of pass-through costs from King County's
 Wastewater Treatment Division, as mentioned above. It will be important for SPU and the City to

- engage with King County to review how these additional revenues are being spent and to minimize future surprise rate increases.
- Another area where we see SDOT having important financial responsibility relates to the new system of bike lanes many of which have physical barriers of various types between the bike lanes and general-purpose lanes. Street sweeping has proven to be one of the lowest cost, most effective means of keeping pollutants out of local waters. Regular street sweepers cannot clean physically segregated bike lanes. SDOT must ensure that bike lanes are regularly cleaned of sediment. As SDOT has created the need for specialized response equipment, we believe SDOT should be financially responsible for those additional costs. Perhaps where it may be feasible, some of the bikeways could be modified so that they can be cleaned by the existing sweeper fleet.
- Green Stormwater Infrastructure (GSI) is a significant area for proposed additional investment in the Plan. We are pleased that SPU has developed more meaningful metrics around GSI, and the extent to which partnerships are a focus of future GSI plans. As a note of caution, there is incomplete data on the life-cycle cost of GSI. The specific concern from our layperson standpoint is how the accumulation of toxins in soils can be cost-effectively removed or mitigated over time. We look forward to future presentations on this topic.
- SPU is proposing to expand or launch two important pilot projects in the Plan, both of which we strongly endorse:
 - The RV wastewater collection project pilot has been ongoing for a couple of years now. This is a basic service, financed by the City's General Fund, which is otherwise not provided inside the City limits. Increasing access to this service is important to reduce illegal dumping and respond to homelessness. We encourage continued exploration of the most cost-effective options for providing this service.
 - A side sewer replacement financial assistance pilot is proposed in the Plan. As many houses in the City are over 80 years old and tree roots are becoming increasingly prevalent, the rates of side sewer failures can be expected to increase. The cost of these repairs can exceed the financial capacity of many households. The high cost of sidewalk and street restoration is a major cost driver in these projects. This is an important partnership opportunity for SPU, SDOT and its customers. We strongly support this pilot project and hope it can move beyond "pilot" status in the near future.
- The South Park Resilience District effort has evolved out of an initial focus on reducing the frequency of flooding identified in the first SPU Strategic Plan back in 2015. Most projects identified in 2015 are underway: the pump station is now under construction and the roadway and drainage system is in design. The planned stormwater treatment facility is still in a phase of siting and sizing analysis. We hope all projects identified will be completed within the timeframe specified in the Plan. We will monitor with interest the other projects now being discussed in the District.

• The Panel continues to be interested in hearing updates on the ongoing Consent Decree renegotiations; these could reduce the cost of complying with federal regulatory requirements while still protecting the natural waters throughout our City.

> Solid Waste

- SPU is pursuing creative and potentially very impactful work in the areas of reuse, packaging reduction and food waste. We commend SPU staff for these efforts.
- The South Recycling Center project (now called the "South Transfer Station 2" (STS2)) is an SPU capital investment that the CRP has asked to learn more about. As originally scoped, this is expected to be a \$50M investment in the Duwamish area. The project is complicated by the fact that it is being built over a closed landfill. The project is being postponed and re-scoped to prioritize landfill clean-up and consider options for design of the solid waste facility.

> Corporate

Comments in this section relate to Department-wide oversight and management items.

- Oversight of capital projects remains one of SPU's largest challenges. As noted, the Ship Canal
 project is a notable success thus far. There are several critical capital projects moving ahead
 currently that require careful management oversight: the water seismic upgrade projects; South
 Park Resiliency District Investments, and operations facilities (North Operations Center, South
 Operations Center, Cedar Falls). COVID-19 has created new work patterns that warrant review of
 SPU's Seattle Municipal Tower space renovation project.
- There has been extensive change in SPU's leadership staffing in the last three years. This highlights the ongoing need to support workforce development. Focus on these issues was lost after publication of the 2015 SPU Strategic Business Plan, as the City shortly thereafter centralized human resources and several SPU initiatives had to be set aside. The COVID-19 pandemic increases the likelihood that retirements will increase, which makes succession planning and other workforce development initiatives ever more important. We will be seeking regular updates on progress in this area.
- Climate change raises the importance of planning long-term for critical facilities. As SPU considers new investments, acquiring rare large parcels for new in-city facilities, or redeveloping existing facilities, it is important to consider the long-term viability of those sites. We have some concern in this regard for ongoing facilities planning and construction in the Duwamish area.
- SPU has improved its performance metrics system in the last few years. There has been good
 progress especially in tracking, measuring and reporting on essential services. We commend SPU
 for its work here and will continue reviewing metrics reports and updates.
- We support the Utility's restraint in deploying new software programs; we agree that investing in upgrades is generally a more cost-effective approach.

- We reiterate our concern that many SPU customers are ill-prepared to interface with complex software programs rather than more traditional means of customer engagement.
- We see good opportunities for the apprenticeship programs across SPU, as the workforce ages and the utility has had trouble attracting workers in several areas in recent years.
- Affordability remains a priority concern for the Panel. There has been work underway for several
 years now in a cross-departmental effort to explore ways to update the Utility Discount Program
 (UDP). We remain interested in potentially "tiering" of the subsidy levels based on household
 income.

> The Rate Path

As noted at the outset of this letter, we are pleased to see the overall annual average rate increase lower in this Plan than in the 2018-2023 Plan preceding it. We remain concerned that this may be largely the result of capital projects not being delivered or delayed, which will further increase rate pressure going forward as the need for those projects has not changed. It is important that SPU keep up the work to lower its cost curve where possible, particularly in light of ongoing significant cost pressures, including growing maintenance, repair and replacement backlogs in SPU's infrastructure; similar challenges at King County leading to potential major pass-through cost increases in the next several years; unfunded mandates to make culverts passable by fish; and other ongoing regulatory requirements. It is important that the Mayor and Council carefully consider the need for any additional unfunded initiatives on the Utility which would further exacerbate this rate pressure. One such potential area is in the Green New Deal: we support the goals of this initiative but have seen little in the way of analysis as to what it means for utility rates.

Conclusion

Multi-year planning across multiple lines of business is a tremendous challenge, but one that SPU continues to navigate in a way that we think has made the utility stronger and has provided welcome rate transparency and stability for its customers. COVID-19 has increased uncertainty for all of us, and SPU is no exception, despite the Utility's excellent performance in this past year of challenges. In particular, the rate of capital project completion may be further challenged.

Despite the complexity of the planning effort and the uncertainty ahead, the Plan before you for approval is a strong one. Its focus on *Affordability & Accountability*, and *Risk & Resiliency* is important. The initiatives and investments outlined in the Plan should strengthen utility operations and customer service moving forward.

In the longer-term, the affordability challenges facing SPU are very daunting. We urge the City to begin to grapple with these challenges sooner rather than later.

Our ability to offer these observations and recommendations would not be possible without the support of SPU's dedicated management team and staff. We thank them for their diligent attention to our concerns, and for their continued excellence in delivery of essential services to our community.

Chair Pedersen and Members, Utilities and Transportation Committee February 18, 2021

We hope our comments may assist your consideration of this Plan. We further hope that, despite the press of other essential City business and community concerns, you can find time to share your priorities

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//

Chair Pedersen and Members, Utilities and Transportation Committee February 18, 2021

for SPU with us now, and in the future, so that we may best fulfill the role with which we have been charged.

Sincerely,

Members of the Seattle Public Utilities Customer Review Panel¹

Noel Miller, Chair

Retired Public Works Director

Laura C. Lippman, M.D,

Vice-Chair

Family Physician

Rodney Schauf, Vice Chair Director of Engineering Seattle Sheraton Hotel

Suzie Burke

Business Owner, Fremont

Bobby Coleman

Administrator, Environmental Stewardship & Sustainability Seattle Housing Authority

David Layton

Professor & Associate Dean Evans School of Public Policy and Governance University of Washington

Maria McDaniel

Community Advocate

Thy Pham

Senior Program Officer Global Health Strategy Planning & Management Bill & Melinda Gates Foundation **Puja Shaw** Associate

KPFF Consulting Engineering

cc: Seattle City Council Members

Mayor Jenny Durkan

Mami Hara, General Manager and CEO Seattle Public Utilities

Brian Goodnight, Council Central Staff

 $^{^1}$ Please note that we are signing this letter in our individual capacity and not as representatives of our employers.



2021-2026 Strategic Business Plan Executive Summary

February 19, 2021 DRAFT

future.

Delivering the Essentials

Every day, Seattle Public Utilities delivers essential water and waste management services to 1.5 million people in the greater Seattle area. People, community, and the environment depend on us and we are honored to do this work.

The challenges we face—coronavirus, climate change, pollution, racial injustice, and economic disparity—remind us that as a community, we must care for each other and work together to shape our future.

While we deliver high-quality drinking water, drainage and wastewater, and solid waste services, we are also looking for opportunities to build on our legacy as a public utility. Maintaining our focus on innovation, leadership, and strong partnerships will help us shape our Community Centered, One Water, Zero Waste

The 2021-2026 Strategic Business Plan focuses our priorities, guides essential service delivery, and maximizes the benefit of every dollar. Our strategies around pollution and climate change are designed to contribute to a more just economy and sustainable future.

The plan reflects guiding principles that are at the center of our work ethic: understanding and responding to customers and community, ensuring affordability and accountability, addressing risk and resilience, enhancing equity and empowerment, and delivering service and safety.

Seattle Public Utilities employees are proud to serve our region.

Our Mission:

Seattle Public Utilities fosters healthy people, environment, and economy by partnering with our community to equitably manage water and waste resources for today and for future generations.

Our Vision: COMMUNITY Centered, ONE Water, ZERO Waste

CARES Principles:

Customers and Community

Affordability and Accountability

Risk and Resilience

Equity and Empowerment

Service and Safety

Our Focus Areas and Goals

Delivering equitable essential services

 Provide high-quality services: We're here 24/7, providing safe tap water, reducing waste and litter, managing wastewater and stormwater, and responding to all our customers.

Stewarding environment and health

- **Develop One Water resilience:** We protect water sources by cultivating healthy, adaptable watersheds and ecosystems and by using integrated and equitable water management strategies.
- Advance Zero Waste circular economy: We support and promote policies and practices that create a circular economy and reduce Seattle waste and carbon pollution as rapidly as possible.

Highlighted Initiatives & Investments

- Shape Our Water Drainage and Wastewater Integrated System Plan
- Ship Canal Water Quality Project
- Climate Justice, Adaptation, and Mitigation for Water and Waste
- Green Stormwater Infrastructure
- Waste Diversion
- **Waste Prevention**

Empowering our customers, community, and employees

- Remove barriers: We support and uplift residents and businesses by ensuring equitable services, information, and educational materials to help everyone steward our shared, precious resources.
- Partner with community to maximize the benefits of SPU **investments:** We are improving our investment strategies to help SPU contribute to economic opportunity, enhance livability, and build sustainability.
- **Invest in our employees:** We are cultivating a compassionate and dynamic work culture that prioritizes racial equity and attracts, inspires, and invests in existing and future employees—our most valuable resource.

Strengthening our utility's business practices

- **Enhance ratepayer affordability:** We are focused on financial sustainability and careful use of our resources to help manage costs for our ratepayers.
- Manage assets and risk optimally: We are investing in operations, infrastructure, and technologies that carefully manage SPU risks, resilience, and effectiveness.
- Be an adaptive, learning organization: We are continuously improving and deepening our culture of safety, excellence, and innovation.

Highlighted Initiatives & Investments

- **Customer Affordability Programs**
- Side Sewer Assistance
- SPU Support Services for the Unsheltered
- Seeds of Resilience Impact **Investment Proposal**
- Race and Social Justice Strategic Plan
- SPU Workforce Development
- **Workforce Facilities Investments**

Highlighted Initiatives & Investments

- Accountability and Affordability Strategic Plan
- Risk and Resilience Strategic Plan
- Water Seismic Resilience
- Water Asset Management and Opportunity Work
- Drainage and Wastewater Asset Management Work

The plan will guide our actions and help prioritize our investments over the next six years within a predictable rate path that allows SPU to continue to provide residents with reliable, quality service and deepen commitments to community and the environment.

Executive Summary

Rate Path Update

SPU has been working to reduce costs and flatten rate increases over time. The growth in the cost to provide services for the 2021-2026 period is projected to be lower than what was anticipated in previous rate paths. This is due in part to:

- Improving capital investment planning to better reflect probable investments,
- Using cash balances to smooth rate changes,
- Negotiating lower solid waste contract rates, and
- Reducing the cost of borrowing money.

At the same time, several factors are increasing costs and offsetting cost savings, including:

- Higher than expected increases in King County wastewater treatment charges,
- Funding for large capital projects required for state and federal regulatory compliance,
- Targeted funding increases to address deferred maintenance of aging capital assets, and
- Increased commitments to keep pollutants out of our water.

The following table describes the projected three-year rate path and projected three-year rate forecast for a six-year period, by line of business and combined:

Projected 2021-2026 Average Rate Increases

	Rate Path			Rate Forecast			
	2021	2022	2023	2024	2025	2026	Average
Water	0.0%	2.7%	4.7%	3.6%	4.2%	5.5%	3.4%
Wastewater	7.3%	3.1%	5.9%	0.5%	7.8%	3.6%	4.7%
Drainage	7.4%	8.6%	7.2%	3.9%	6.5%	6.7%	6.7%
Solid Waste	2.9%	2.9%	2.2%	2.3%	2.1%	2.1%	2.4%
Combined	4.5%	3.9%	5.0%	2.2%	5.4%	4.2%	4.2%

Approved rate legislation currently in effect

Customer Financial Assistance

There are several ways customers can find help with their SPU bill:

- Conservation and education programs which help people understand, and potentially reduce, their usage and bills;
- The Utility Discount Program which provides ongoing bill assistance to the lowest income families and uses customer data to target marketing, signup, and assistance to those in need;
- The Emergency Assistance Program which provides credits toward one bill per year for lower-income households or two bills per year for households with children;
- · Payment plans which provide customers with flexibility in payment arrangements; and
- The Community Donation Fund which allows voluntary contributions to help those who are in need.

Rate Impact to Customers

The full 2021-2026 Strategic Business Plan provides tables to explain the projected rate path by showing typical monthly bills for several different types of customers. They will also be available on SPU's website.

Learn more about the 2021-2026 Strategic Business Plan: https://www.seattle.gov/utilities/about/plans/strategic-business-plan

Accountability and Performance Reporting

Overview

Seattle Public Utilities (SPU) is committed to principles of accountability and transparency through its Strategic Business Plan (SBP) performance reporting. This reporting is comprised of six key elements:

- 1. Essential Service Metrics
- 2. Initiative and Investment Milestones
- 3. Focus Area Progress
- 4. <u>Capital Investment Portfolio</u>
- 5. Financial Performance and Affordability Metrics
- 6. Annual Utility Report Card

Each reporting element is briefly described. The frequency and format of reporting for each of these key elements varies based on the nature of the information and audience. SPU will continue to fine-tune and adjust reporting over the coming years.

2021-2026 SPU Strategic Business Plan

Appendix C

1. Essential Service Metrics

Description SPU's essential service metrics measure utility performance in meeting

the SBP's delivering equitable essential services goal to provide highquality service through three strategies: 1) Strive for best-in-class; 2) Provide reliable and rewarding experiences; and 3) Meet or exceed

expectations, requirements, and commitments.

Reporting Frequency Quarterly

Audience Utility managers, elected officials, Customer Review Panel

2021-2023 Reporting Detail

Strategy	Metric	Target
Strive for best- in-class	Limit distribution system leakage as a percent of total supply, as defined by WA Department of Health	<=10%
	Minimize residential garbage tonnage transported to landfill for disposal	<1 lb./person/day
	Increase number of households enrolled into Utility Discount Program	Not quantified
	Meet targets set for SPU Clean City sharps collection, illegal dumping, and graffiti abatement programs	>=95% of the time
	Limit sewer overflows to no more than four annually per 100 miles of pipe, on a two-year average	<=4 per 100 miles
Provide reliable and rewarding	Priority drinking water, drainage, and wastewater problems responded to within sixty minutes	>=90%
experiences	Less than one missed waste pick-up per 1K service stops	<=1 per 1K stops
	80% of customer calls responded to within three minutes	>=80%
	90% overall customer satisfaction score (based on SPU contact center post-call survey)	>=90%
Meet or exceed expectations,	Meet WA Department of Health drinking water quality regulations	Regulations met
requirements, and commitments	Meet National Pollutant Discharge Elimination System (NPDES) permit requirements for Seattle's drainage and wastewater systems	Requirements met
	Limit combined sewer overflows to one per outfall per year over a 20-year moving average – annual reporting (target achieved by 2030)	<=1 by 2030
	Reduce garbage, recyclables, and organics generated per	<2.5
	resident per day	lbs./person/day
	Ensure 80% of customers strongly agree that SPU made it easy for them to handle their issue (based on SPU contact center post call survey)	>=80%
	Meet % of WMBE purchasing and consultant work (target is set annually by the Mayor's Office)	Determined annually by Mayor's Office

2. Initiative and Investment Milestones

Description

Initiatives and investments are representative examples of how SPU will advance the strategies described in three SBP focus areas: stewarding environment and health; empowering our customers, community, and employees; and strengthening our utility's business practices.

SPU performance reporting of initiatives and investments will monitor utility progress towards commitment milestones and will provide visibility to SPU's efforts on an annual basis for initiatives and quarterly basis for investments. Initiatives are defined as policy, planning, and program work and generally require less significant expenditures (under \$5M). Investments result in tangible infrastructure, asset, asset repair, or service and require more significant expenditures (over \$5M). See the table that follows for the SBP's 18 highlighted initiatives and investments.

SPU's initiatives and investments represent a mix of continued base rate funding as well as new funding or increased investments as noted in the table. All initiatives and investments are funded through SPU rates with the exception of SPU's support services for the unsheltered investment which is primarily funded by City of Seattle general fund dollars as part of the Clean City program. SPU's workforce facilities improvements, drainage and wastewater asset management and opportunity work, and water asset management and opportunity work reflect multi-part investments that will be reported on individually within the context of a broader program. Greater detail on the SBP's highlighted initiatives and investments, can be found in Appendix B.

Reporting Frequency

Initiatives-annual; investments-quarterly

Audience

Utility managers, elected officials, Customer Review Panel

Seattle Public Utilities

2021-2026 SPU Strategic Business Plan

Appendix C

2021-2023 Reporting Detail

Focus Area and Goals	Name Description		2021- 2023 Commitment Milestones	Initiative/ Investment (reporting)						
Stewarding Environment	Strategy: Invest in key water, stormwater, and wastewater projects and plans									
 and Health Develop One Water resilience Advance Zero Waste circular economy 	Shape Our Water: A Drainage and Wastewater (DWW) Plan for a Water Resilient Future	Given uncertainty related to climate change, growth, and increasingly stringent regulations, SPU is developing an integrated system plan called 'Shape Our Water.' The plan includes a long-term vision and a short-term implementation plan and will guide investments, policies, programs, and projects that will improve the performance and resilience of our drainage and wastewater systems while optimizing social and environmental benefits for the City of Seattle.	Complete the Shape Our Water Integrated System Plan.	Initiative (Annual)						
	2. Ship Canal Water Quality Project (SCWQP)	The SCWQP will improve regional water quality by keeping more than 75 million gallons of polluted stormwater and sewage from flowing into the Lake Washington Ship Canal, Salmon Bay, and Lake Union on average each year.	 Deliver SCWQP on-time and within budget. Complete final design of the pump station and Wallingford and Ballard conveyance projects. Complete tunneling of the 2.7-mile storage tunnel for polluted stormwater and sewage. Complete construction and start system operation in 2025. 	Investment (Quarterly)						
	Strategy: Advance climate-resilient, nature-based, community-led solutions									
	3. Climate Justice, Adaptation, Mitigation	Climate resilience work includes investing in the leadership and ingenuity of communities to accelerate a just climate transition, adapting our natural and built systems and operations to a changing climate, and reducing greenhouse gas emissions that contribute to climate change.	 Adaptively manage water supply and stormwater operations and make strategic system investments to a changing climate. Work with City of Seattle Departments and the Duwamish River Clean Up Coalition to build Resilience District partnerships to inform drainage and wastewater investments in South Park and prevent displacement of residents and local businesses. Develop decarbonization strategy for existing and new SPU-owned buildings. Partner with King County to establish a carbon emissions footprint related to Seattle-area consumption and solid waste generation. Complete a wildfire risk assessment and management strategy to mitigate risks to municipal water supply. 	Initiative (Annual)						

Focus Area and Goals	Name	Description	2021- 2023 Commitment Milestones	Initiative/ Investment (reporting)
	4. Green Stormwater Infrastructure	SPU is investing in Green Stormwater Infrastructure (GSI) to improve water quality, manage flooding, reduce regulatory costs, and build resilient infrastructure while maximizing community benefits and value for our customers. We are growing innovative cross-sector and GSI partnerships, leveraging our investments to support a broader set of community outcomes, expanding the GSI toolbox to mainstream new and innovative green approaches to stormwater management, and removing barriers to GSI implementation throughout the City of Seattle.	Manage 510 million gallons of stormwater runoff annually with GSI investments.	Investment (Quarterly)
	Strategy: Reduce materials and ca	arbon pollution		
	5. Waste Diversion	Waste diversion relies on improving the quality of recycling and composting streams, food rescue, and extended producer responsibility to reduce landfill volumes and costs. SPU supports the statewide goal of cutting food waste by 50% by 2030. Our extended producer responsibility efforts engage product developers to create environmentally sound and socially responsible solutions for the end-of-life management of a wide variety of products.	 Work with state and regional partners to finalize a statewide framework for extended producer responsibility. Increase food rescue innovation partnership work. 	Initiative (Annual)
	6. Waste Prevention	Waste prevention work targets product consumption and consumer behavior, addressing the root cause of waste and toxins to reduce their impact. Product consumption accounts for about 42% of U.S. greenhouse gas emissions, making waste prevention an important climate change mitigation strategy. SPU will leverage partnerships to prevent waste, respond to changing recycling markets, and reduce the volume of single-use plastics.	 Develop and adopt a Waste Prevention Strategic Plan and metrics. Fund waste prevention innovation through SPU waste-free community grants. 	Initiative (Annual)

Seattle Public Utilities

2021-2026 SPU Strategic Business Plan

Focus Area and Goals	Name	Description	2021-2023 Commitment Milestones	Initiative/ Investment (reporting)						
Empowering Our	Strategy: Provide utility assistance that makes a difference									
Customers, Community, and Employees Remove barriers Partner with our community to maximize the benefits of SPU investments	7. Customer Affordability Programs	SPU can make a meaningful difference in people's lives when we improve effectiveness of financial assistance to customers in need. Our work in this area focuses on shut-off prevention, leak assistance, Utility Discount Program, Emergency Assistance Program, and payment plans.	 Expand outreach and participation in assistance programs (Utility Discount Program, Emergency Assistance). Expand leak adjustment policies for residential and commercial customers. 	Initiative (Annual)						
> Invest in our employees	8. Side Sewer Assistance	To enhance affordability, SPU will implement a pilot program that eases the financial burden of repairing side sewers.	 Make pilot program incentives available to low-income customers in the form of grants, loans, rebates, or repairs. Use pilot results to potentially expand the program to serve a wide range of customers. 	Investment (Quarterly)						
	9. SPU Support Services for the Unsheltered	Relying primarily on non-ratepayer funding, the City of Seattle's Clean City program will provide cost-effective sanitation and disposal service solutions for unsheltered populations including trash, sharps, and RV services to address health, hygiene, and environmental needs.	 Pilot and evaluate cost-effective RV pump out service. Achieve 90% voluntary compliance rate for RV vehicles encountered by RV remediation pilot program. Pilot and evaluate alternative approaches to effectively deliver garbage and sharps collection services for the unsheltered population. 	Investment (Quarterly)						
	Strategy: Give voice and power through meaningful partnerships									
	10. Seeds of Resilience Impact Investment Proposal	SPU seeks to build water resiliency, encourage circular economy, and grow blue-green job opportunities through an innovative investment program. This project will assess viable approaches for designing, funding, managing, and evaluating a pilot program that fosters community-led One Water and Zero Waste entrepreneurship.	 Develop a proposal and enabling ordinance for Mayor's Office and City Council consideration. If approved, launch pilot investment program. 	Initiative (Annual) Possible future investment						
	11. Race and Social Justice (RSJ) Strategic Plan	When SPU builds trust and strengthens partnerships with community organizations, we improve equity and social outcomes for Seattle. SPU will update its existing RSJ plan to reflect current needs, assess the extent to which RSJ policies are supported across the utility, and recommend opportunities to improve our policies and practices.	Revise SPU's Environmental Justice and Service Equity (EJSE) Division Race and Social Justice Strategic Plan.	Initiative (Annual)						

Focus Area and Goals	Name	Description e workplace, work culture, and better work opportunities	2021- 2023 Commitment Milestones	Initiative/ Investment (reporting)
	12. Workforce Development Workforce planning provides an interconnected set of solutions to meet employment needs. It can include changes to culture, changes to employee engagement, and improvements to employee skills and knowledge • Implement SPU • Model shared it means to be structuring the		Implement SPU's workforce development plan.	Initiative (Annual)
	13. Workforce Facilities Investments	The workforce facilities program includes efforts to improve working conditions for frontline employees at South Operations Center (SOC), North Operations Complex (NOC), Cedar Falls Phase 2, as well as improved space utilization efficiencies at the Seattle Municipal Tower and in the SPU Facilities Master Plan. Work that improves operational efficiencies will be prioritized and facility improvements will address maintenance issues.	 Complete options analysis and begin design and/or construction of NOC, SOC, and Cedar Falls Phase 2 projects. Develop a recommendations for Seattle Municipal Tower renovations that consider a reduction of rented space, expanded use of telecommuting, and more collaborative and temporary workspaces based on learnings from the coronavirus pandemic. Complete SPU's Facilities Master Plan strategy update. 	Investment (Quarterly)
Strengthening Our Utility's Business Practices Enhance ratepayer affordability Manage assets and risks optimally Be an adaptive, learning organization	Strategy: Deliver on accountabilit 14. Accountability and Affordability Strategic Plan	As Seattle residents contend with a tumultuous economy, high costs of living, and inequitable access to opportunity, SPU must help customers who are struggling to afford essential utility services. This strategy proposes a holistic approach to deliver our essential utility services, keep rate increases lower, focus corporate culture on continuous improvement, and make investments that deliver multiple benefits to the community. The implementation plan targets improvements in several areas including: capital planning and delivery, process efficiency improvements, financial management, alternative funding and partnerships, and improved reporting about SPU performance and investments.	Implement three-year actions and recommendations of the Accountability and Affordability Strategic Plan.	Initiative (Annual)

Seattle Public Utilities

2021-2026 SPU Strategic Business Plan

Focus Area and Goals	Name	Description	2021-2023 Commitment Milestones	Initiative/ Investment (reporting)								
	Strategy: Improve how we man	Strategy: Improve how we manage risk and invest in systems assets and infrastructure										
	15. Risk and Resilience Strategy Plan	To improve Seattle's ability to respond to risks and uncertain events, SPU will seek organization-wide opportunities to encourage and facilitate experimentation and investment that maximizes benefits and reduces negative impact. Our work in this area focuses on collaborative planning, capacity development, and vulnerability reduction.	Create and implement tools and guidance for SPU work units to identify risk, take action, and increase resilience.	Initiative (Annual)								
	16. Water Seismic Resilience	A recent SPU-commissioned study found that a catastrophic earthquake in the region would result in total water pressure loss within approximately 20 hours and take 10 to 25 days to restore 50% of water service, but that seismic upgrades could significantly cut service restoration time. This effort aims to improve the seismic resiliency of the water system to mitigate the impact of earthquakes.	Implement short-term recommendations of the SPU Seismic Study, with the focus on emergency preparedness and response planning, as well as system isolation and control strategies.	Investment (<i>Quarterly</i>)								
	17. Water Asset Management and Opportunity Work		 Complete planned water main replacement, and service line replacements, and install new corrosion control (cathodic protection) on transmission pipes. Complete priority planning, replacement, and rehabilitation work. Reduce backlog of maintenance work orders for hydrants and critical valves. Report on budget and schedule deviations larger than 25% for externally driven transportation opportunity projects. 	Investment (Quarterly)								
	18. Drainage and Wastewater (DWW) Asset Management Work	The average age of our wastewater infrastructure is over 80 years old. SPU will invest in the rehabilitation of our sewer pipes, pump stations, combined sewer overflow outfalls, and force mains to address infrastructure needs. A renewal program will also be developed for making future investments in the City of Seattle's drainage system.	 Complete rehabilitation schedule for sewers, pump stations, force mains, and drainage assets. Clean, replace, and rehabilitate key combined sewer overflows outfalls. 	Investment (Quarterly)								

3. Focus Area Progress

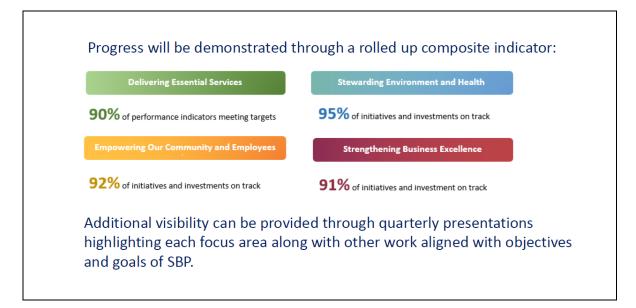
Description

SPU plans to conduct quarterly, 'Shaping the Future of SPU' forums that provide an opportunity for employee leaders at all levels of SPU (formal and informal) to engage in conversation about key focus areas relevant to SPU's business: essential service delivery, environment and public health, community and employee empowerment, and internal business practices. Each session will be designed to focus on one of these specific areas and provide a mix of inspiration, employee presentation, issue exploration, frank discussion, and dialogue about how SPU plans to collectively focus and prioritize its work, chart progress, and assess learnings at the end of a year. SPU will share quarterly forum reportouts to its Customer Review Panel and will experiment with annual reporting of composite progress indicators for SBP focus areas. These progress indicators will assess initiatives and investments that are on track with milestones and will explore the value of additional subjective reporting. An example is provided below.

Reporting Frequency One focus area per quarter

Audience All SPU, Customer Review Panel

2021-2023 Reporting Detail *Example*



Appendix C

4. Capital Investment Portfolio

Description

Capital Investment Projects (CIP) comprise almost a fifth of SPU's annual budget with projects in various phases of delivery: options analysis, design, construction, and closeout. SPU is working to improve reporting on both portfolio accomplishments and neighborhood construction project impact. Portfolio reporting will focus on quarterly reporting of CIP portfolio spending and schedules by delivery phase along with key updates including project RFPs, bids and status. Neighborhood construction reporting is available online and provides updates on current and recently completed projects, repairs, and outages and include linkages to a CIP research tool showing SPU project information throughout the City of Seattle and broader region.

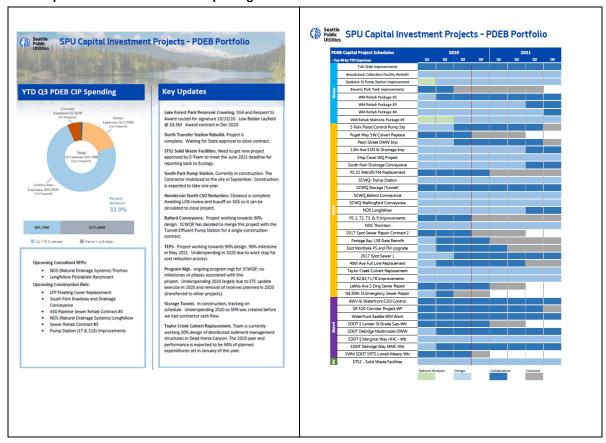
Reporting Frequency Portfolio-quarterly; Construction reporting-ongoing

Audience Utility managers, Customer Review Panel, neighborhoods

2021-2023 Reporting Detail

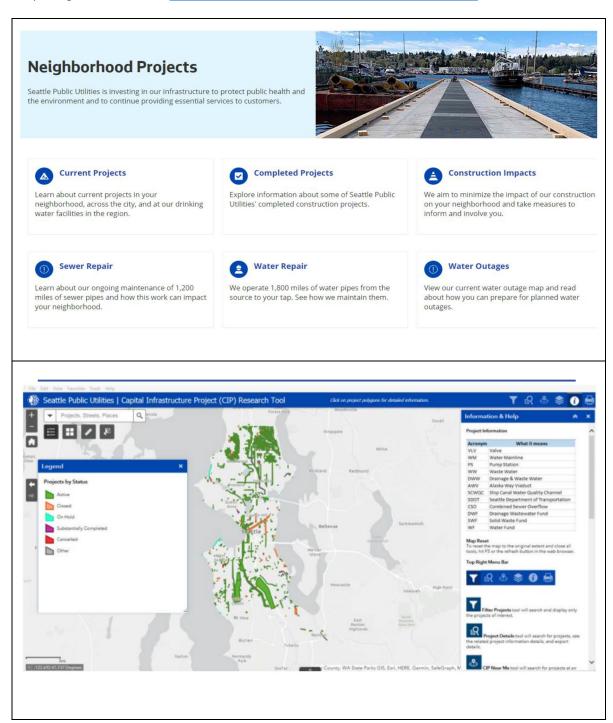
Examples

a. Capital Investment Portfolio Reporting



b. Neighborhood Construction Project Reporting

Reporting is available here: https://www.seattle.gov/utilities/neighborhood-projects



Appendix C

5. Financial Performance and Affordability Metrics

Description

Financial performance reporting tracks the utility's planned budget and consumption and revenue forecasts alongside operating and capital program expenditures, accomplishments, and received revenue for each utility fund – water, drainage and wastewater, and solid waste.

Over the next few years, SPU will work to supplement its financial performance reporting with more robust affordability metric evaluation to guide policy work related to financial capability assessments for federal regulatory and consent decree requirements, federal funding advocacy initiatives, customer assistance programs, and utility rate setting. Current affordability metrics track customer delinquency, utility discount program enrollment, as well as emergency assistance program and payment plans usage. This is supplemented by Citywide statistics related to income, cost of living, income disparity, poverty indicators, and household self-sufficiency standards.

Reporting Frequency Financial performance and CIP spending accomplishment–quarterly;

Affordability metrics/household burden-annually

Audience Utility managers, Customer Review Panel

2021-2023 Reporting Detail *Examples*

Financial pe	rtorma	nce re	porting	g by iin	e ot bu	isiness			
Water Fun	d 202	0 Q2 F	inanc	ial Re	sults				
Water		2020 /	Annual			2020 Thre	ough June		
(\$ in millions)	Annual Plan to Spend	Annual Spent to Date	Annual Remaining to Spend	% Annual Remaining to Spend	YTD Planned to Spend	YTD Spent	YTD Variance	% YTD Under Spend	
Expenditures						- V			
Operating Capital	\$274 \$116	\$118 \$25	\$156 \$91	57% 78%	\$128 \$37	\$118 \$25	\$10 \$12	8% 32%	
Total Expenditures	\$390	\$143	\$247	63%	\$165	\$143	\$22	13%	
	Annual Planned Revenue	Annual Received to Date	Annual Remaining to Receive	% Annual Remaining to Receive	YTD Planned Revenue	YTD Received	YTD Variance	% YTD Revenue Under Recovery	
Operating Revenue									
Retail Customer Rev.	\$215	\$90	\$125	58%	\$95	\$90	\$5	5%	
Wholesale Customer Rev.	\$59	\$22	\$37	63%	\$23	\$22	\$1	4%	
Other Revenue	\$10	\$7	\$3	30%	\$5	\$7	(\$2)	(40%)	
Total Operating Revenues	\$284	\$119	\$165	58%	\$123	\$119	\$4	3%	

Appendix C

1b. CIP spending accomplishment reporting

The Q3 2020 CIP accomplishment for all funds was 62%—actual expenditures of \$147.4 million against the \$236.6 million Q3 budget. Accomplishment was mixed by fund—excluding shared projects and technology projects—which are split across all funds:

- The Water Fund accomplished 72% of its Q3 budget with \$26.4 million in actual expenditures against \$36.8 million in Q3 budget.
- The Drainage and Wastewater Fund accomplished 60% of its CIP with \$80.5 million in actual expenditures against \$133.5 million in Q3 budget.
- The Solid Waste Fund accomplished 22% of its CIP with \$1.3 million in actual expenditures against \$5.9 million in Q3 budget.

Shared CIP accomplished 56% of its \$52.1 million Q3 budget.

Technology CIP accomplished 113% of its \$8.6 million Q3 budget.

2. Affordability metric (work in progress)



This household burden snapshot depicts the combined water services bill (water, sewer, and drainage) which is equivalent to 6.4% of the income of a typical single-family household in the lower 20% income quartile (low-income). The remaining household burden indicators reflect that the costs should remain under 7% and should not exceed 10%.

Appendix C

6. SPU Annual Report Card

Description The annual report card will provide a high-level snapshot of SPU's key

performance highlights, community investment impacts, and

accomplishments for each year. It will be available on-line, accompany

SPU billing, and be accessible in different language formats.

Reporting Frequency

Audience Customers, community

Annual

2021-2023 Reporting Detail

Example



Highlighted Initiatives and Investments Detail

Focus	Effo	rt	Туре		Line of Busir	ness		R	ate Impact	
Area				Water	Drainage &	Solid	All	Continued	Increased	New
ıblic	1.	Shape Our Water: A DWW Plan for A Water Resilient Future	Initiative		Wastewater √	Waste		Base Funding	Funding	Investment
Stewarding Environment and Public Health	2.	Ship Canal Water Quality Project	Investment		√			+		
vironmen Health	3.	Climate Justice, Adaptation and Mitigation for Water and Waste	Initiative	√	√	√	√	*		
ng Envii	4.	<u>Green Stormwater</u> <u>Infrastructure</u>	Investment		✓			•		
ardi	5.	Waste Diversion	Initiative			✓		•		
Stew	6.	Waste Prevention	Initiative			√		•	♦ after 2022	
, and	7.	Customer Affordability Programs	Initiative	✓	✓	√	✓	•		
nunity	8.	Side Sewer Assistance	Investment		✓					•
, Comr	9.	SPU Support Services for the Unsheltered	Investment		✓	✓		•		•
stomers, G Employees	10.	Seeds of Resilience Impact Investment Proposal	Investment	✓	✓	✓	✓	•		TBD
Empowering Customers, Community, and Employees	11.	Race and Social Justice Strategic Plan	Initiative	✓	✓	✓	✓	•		
oweri	12.	SPU Workforce Development	Initiative	✓	✓	✓	✓	•		
Emp	13.	Workforce Facilities Investments	Investment	✓	✓		√	•		
s/y.	14.	Accountability and Affordability Strategy Plan	Initiative	√	✓	√	√	*		
ır Utilit ctioes	15.	Risk and Resilience Strategic Plan	Initiative	✓	✓	√	√	+		
ngthening Our Util Business Practices	16.	Water System Seismic Resilience	Investment	√				+	•	
Strengthening Our Utility's Business Practices	17.	Water Asset Management and Opportunity Work	Investment	√				+		
Stre	18.	DWW Asset Management Work	Investment		✓			•	•	•

'Highlighted Initiatives and Investments' are representative examples of how SPU will advance the strategies described in the Strategic Business Plan. <u>Initiatives</u> represent policy, planning, and program work and generally require less significant expenditures (under \$5M). <u>Investments</u> result in tangible infrastructure, asset, asset repair, or service and require more significant investment (over \$5M).

Initiatives and investments represent a mix of continued base rate funding as well as new funding or increased investments. All initiatives and investments are funded through SPU rates except for SPU's support services for the unsheltered investment which is primarily funded by City of Seattle general fund dollars as part of the Clean City program. SPU's workforce facilities improvements, drainage and wastewater asset management and opportunity work, and water asset management and opportunity work reflect multi-part investments that will be reported on individually within the context of a broader program.

The following initiative and Investment templates will be reviewed and updated at least annually to reflect current conditions and adjust and fine-tune SPU's approaches and commitments as appropriate.

1. Shape Our Water: A Drainage and Wastewater Plan for A Water Resilient Future

Focus Area	Stewarding Environment and Public Health
Goals	Develop One Water resilience
Strategy	Invest in key water, stormwater, and wastewater projects
Туре	Initiative template
SPU Branch/Line of Business	Drainage and Wastewater
Executive Sponsor	Andrew Lee
Project Manager/Lead	Leslie Webster
Reporting	Annual
Funding	Currently funded with continued funding for 2021-2026
Last Update	January 2021

Part 1. Summary of the Initiative

Given uncertainty related to climate change, growth, and increasingly stringent regulations, SPU is developing an integrated system plan called 'Shape Our Water.' The plan includes a long-term vision and a short-term implementation plan and will guide investments, policies, programs, and projects that will improve the performance and resilience of our drainage and wastewater systems while optimizing social and environmental benefits for the city.

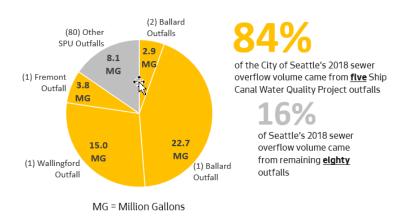
Major Milestones	Timing
Engage community, SPU staff, City departments, community-based organizations, and environmental organizations in the effort	Ongoing
Collaboratively develop a vision for Drainage and Wastewater (DWW) that will guide near and long-term investments	Q2 2021
Identify and prioritize drainage and wastewater challenges and opportunities	Q2 2021
Develop a toolbox of innovative solutions to drainage and wastewater challenges	Q4 2021
Develop and evaluate alternatives to address drainage and wastewater challenges and select preferred alternative	Q4 2022
Complete the Shape Our Water Integrated System Plan	2023

2. Ship Canal Water Quality Project (SCWQP)

Focus Area	Stewarding Environment and Public Health				
Goals	Develop One Water resilience				
Strategy	Invest in key water, stormwater, and wastewater projects and plans				
Туре	Investment template				
SPU Branch/Line of Business	Drainage and Wastewater, Project Delivery and Engineering				
Executive Sponsor	Keri Burchard-Juarez				
Project Manager/Lead	Keith Ward				
Reporting	Quarterly				
Funding	Currently funded with continued funding for 2021-2026				
Last Update	January 2021				

Part 1. Summary of the Investment

SPU is on track to deliver the Ship Canal Water Quality Project (SCWQP), the largest capital project SPU has implemented, on time and within budget. The SCWQP will improve regional water quality by keeping more than 75 million gallons of polluted stormwater (from rain) and sewage from flowing into the Lake Washington Ship Canal, Salmon Bay, and Lake Union on average each year. Below is a graph showing total combined sewage overflows in 2018 where 84 percent of those volumes came from the five outfalls in the project. The project is under a Federal consent decree and must be operational by the end of 2025. It is also a joint project between SPU and King County's Wastewater Treatment Division (WTD) with a cost share of approximately 65 percent for SPU and 35 percent for WTD.



Part 2. Targeted Commitments and Performance Measures

Major Milestones	Anticipated Outcomes	Timing
Complete final design of the pump station and	Designs ready for construction	2023
Wallingford and Ballard conveyance projects		
Complete tunneling of the 2.7-mile storage tunnel	Complete substantial construction element	2023
	and remove project risk	
Complete construction and start system operation	Achieve regulatory milestone	2025
	and utilize system to improve water quality	

Part 3. Financial Summary

Between 2021 and 2026, the four remaining subprojects will be constructed, and the project will be operational by the end of 2025. There will then be one year of operation to validate that the system is operating. The project has secured about \$283M in federal and state loans which will save ratepayers \$82M in financing for the project.

Program Title	Ship Canal Water Quality Project									
Project Name	Various	Various								
(\$000's)										
	2021	2021 2022 2023 2024 2025 2026 TOTAL								
Baseline O&M	_	_	_	_	_	_	_			
Baseline Capital**	\$83,600	\$63,000	\$59,200	\$41,200	\$9,000	\$6,200	\$262,200			
Total Baseline	\$83,600	\$63,000	\$59,200	\$41,200	\$9,000	\$6,200	\$262,200			

^{**}Total project budget from 2014 to 2027 is \$570 million. King County is contributing \$175 million to the project.

Part 4. Capacity Plan to Deliver (Existing/Capital Only)

There is a large consultant team to perform engineering, construction management, and program management support services and all these contracts are in place through 2026. The entire SPU team is in place and working on the project. There are seven sunset positions, and an extension of one to three years is in process due to changes in the project implementation. The cost for these positions is in the baseline budget.

Part 5. Alternatives Considered

Due to the location of existing infrastructure and the extent of the problem, the only other alterative than a shared storage tunnel were independent underground storage tanks along the ship canal. This alternative was not selected since it would have greater community impacts (i.e., property condemnation and construction impacts).

The SCWQP will achieve the same regulatory compliance standards as other combined sewer overflow projects in the city so there is no service inequity.

3. Climate Justice, Adaptation, and Mitigation for Water and Waste

Focus Area	Stewarding Environment and Public Health		
Goals	Develop One Water resilience; advance Zero Waste circular		
	economy		
Strategy	Advance climate-resilient, nature-based, community-led solutions		
Туре	Initiative template		
SPU Branch/Line of Business	Corporate Policy, All SPU		
Executive Sponsor	Mami Hara		
Project Manager/Lead	Ann Grodnik-Nagle, Francine Johnson, SPU Climate Community of		
	Practice		
Reporting	Annual		
Funding	Currently funded with continued funding for 2021-2026		
Last Update	January 2021		

Part 1. Summary of the Initiative

SPU contributes to climate change (via greenhouse gas emissions from fleets, facilities, and buildings) and is affected by climate change (via additional risk and uncertainty associated with water supply and drainage and wastewater). Climate change will bring rising sea levels, more extreme precipitation, and more extreme heat to Seattle. These shifts will mean warmer, wetter winters with smaller snowpack and hotter, drier summers which will lead to changing forests, stressful and variable environmental conditions for salmon, and increased wildfire risks in the watersheds, plus stormwater management challenges, flood risk and heat island effects in the city. In addition to ecosystem and infrastructure pressure, climate impacts will put additional pressure on people, particularly within communities that have been most impacted by systemic racism and economic injustice. SPU's climate work includes a holistic approach to action that includes reducing the greenhouse gas emissions that contribute to climate change, adapting our natural and built systems and operations to a changing climate, and investing in the leadership and ingenuity of frontline communities to accelerate a just climate transition for all Seattle residents.

Major Milestones	Timing
Engage community, SPU staff, City departments, community-based organizations, and	Ongoing
environmental organizations in the effort	
Manage water supply reservoirs using dynamic reservoir rule curves and other system	Ongoing
improvements to adapt to a changing climate	
Adaptively manage stormwater operations and make strategic investments to adapt to a	Ongoing
changing climate	
Work with City departments and the Duwamish River Clean Up Coalition (DRCC) to build	
Resilience District partnerships to inform drainage and wastewater investments in South Park	
and prevent displacement of residents and local businesses from rising sea levels	
Develop electrification strategy for new SPU-owned buildings	Q4 2020*
Develop electrification strategy for all existing SPU-owned buildings	
Complete a consumption based GHG inventory baseline	
Complete GHG inventory analysis	
Complete wildfire risk assessment and management strategy to mitigate risks to water supply	Q4 2021

^{*}Timing of electrification strategy is contingent upon Green New Deal Executive Order implementation timeline, which will be determined by OSE and the Mayor's Office. **Timing of inventory analysis will be detailed in Solid Waste's Waste Prevention Plan.

4. Green Stormwater Infrastructure

Focus Area	Stewarding Environment and Public Health		
Goals	Develop One Water resilience		
Strategy	Advance climate-resilient, nature-based, community-led solutions		
Туре	Investment template		
SPU Branch/Line of Business	Drainage and Wastewater		
Executive Sponsor	Andrew Lee		
Project Manager/Lead	Tracy Tackett		
Reporting	Quarterly		
Funding	Currently funded with continued funding for 2021-2026		
Last Update	January 2021		

Part 1. Summary of the Investment

Polluted stormwater runoff from roads and other polluting surfaces are recognized as the leading source of pollution in Puget Sound. While SPU and other municipalities have made great progress toward reducing combined sewer overflows, much of Seattle's stormwater runoff continues to flow, untreated, into receiving creeks, lakes, and Puget Sound. Seattle's drainage and combined sewer system also have areas of known capacity problems, where system size does not allow all the flow downstream creating backups and/or flooding.

Green Stormwater Infrastructure (GSI) manages urban runoff by using nature-based processes. The goals of our green infrastructure work are to:

- Decrease impact of polluted runoff to water quality in our creeks, lakes, the Duwamish River, and Puget Sound;
- Reduce combined sewer overflows, flooding, and sanitary sewer overflows/back-up risk and incidence by preserving or improving system capacity; and
- Deliver a range of risk reduction plus community co-benefits with drainage and wastewater (DWW) system investments, optimizing overall value per cost, prioritizing community capacity building/cocreation, and inspiring innovation and creative partnerships.

See Figure 1: GSI Benefits Summary.

This work is aligned with the guiding principles of the SBP, with added emphasis on using current CIP projects and program development efforts to test innovations, grow staff skills, and inform approaches for informing our 50-year DWW integrated system plan, Shape Our Waters.

Figure 1: GSI Benefits Summary



Over the past 20 years, SPU has established three discrete paths for GSI in Seattle: stormwater code promotes the use of GSI as part of new and redevelopment; incentive programs provide GSI encouragements for retrofitting existing buildings on private parcels; and SPU capital programs advance GSI to manage public runoff, often in collaboration with other City departments.

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Each year specific program priorities are established for delivery within the three paths above, based on current projects and partnership opportunities, to optimize outcomes delivered by the initiative. In the 2021-2026 timeframe, we will deepen our focus on expanding green infrastructure in Seattle in these four areas:

- 1. **Expanding the toolbox.** Mainstream new and innovative technologies and design approaches and delivery models.
- 2. **Growing partnerships.** Build innovative cross-sector GSI partnerships, including "beyond code" innovations with real estate developers, co-purchasing and developing land with the Seattle Parks Department, and/or growing regional knowledge and relationships to help drive private investment. In addition to allowing for more holistic approaches, partnerships can help lower installation costs as well as provide long-term operation and maintenance cost savings.
- 3. **Supporting community**. Explore leveraging our investments to support a broader set of community outcomes including public health and wellness, workforce development and green jobs, safe and walkable neighborhoods, internships and career pathways for youth, clean air and water, and access to healthy food.
- 4. **Removing barriers.** Resolve policy barriers and grow knowledge base to clear the way for cost-sharing partnerships, new delivery models, and an expanded compliance toolbox.

Through this work we will continue to improve for faster, broader implementation of GSI.

Additional web-based program information sources:

www.700milliongallons.org

www.seattle.gov/utilities/environment-and-conservation/projects/green-stormwater-infrastructure

Part 2. Targeted Commitments and Performance Measures

Targeted Commitments	Performance Metrics	Performance Measure
Lead Seattle in achieving	Gallons of runoff managed annually	By 2023 manage 510 million gallons
community-wide goal to	with GSI	of runoff annually with GSI*
grow GSI implementation		

^{*}Note: this target is based on SPU's incremental step towards meeting the 700 million gallons goal set by the Mayor's Office several years ago. The target is the same as SPU's current target and no changes are proposed to this metric. The target is purposefully a combined metric that highlights how SPU leverages development requirements and other external partnerships to increase overall capital investment.

Part 3. Financial Summary

Funding for this program is anticipated to continue at previous levels.

Current CIP efforts implementing priorities within this investment area are summarized below.

- Natural Drainage System (NDS) partnering program. This capital program achieves the water quality goals in creek basins identified in the Strategic Business Plan to Protect Seattle's Waterways (requirement within our consent decree). The program plans, designs and builds bioretention within the rights-of-way of the Thornton, Longfellow, and Piper's Creek watersheds to manage flow and provide water quality treatment for urban runoff. The program will achieve goals through a portfolio of projects that includes SPU-led capital projects, and SPU funding contributions to partner-led projects.
- Green Infrastructure in Urban Villages program. This capital program was developed at City Council's
 request and funded by a budget increase in the 2018-2023 SBP. The program will provide drainage
 and wastewater system improvements in urban villages and urban centers. These dense
 neighborhoods present greater challenges for building green infrastructure, but they also present
 greater opportunities for partnering and co-benefits. The program will achieve goals through a

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- portfolio of projects that includes SPU-led capital projects, SPU funding contributions to partner-led projects, and city-wide programmatic approaches.
- Incentives programs. These programs incentivize voluntary GSI retrofits on private property in high
 priority areas. They include the existing RainWise program, and a new, performance-based contract
 approach intended to launch in 2021. In addition to resource efficient delivery or stormwater
 management priorities, incentive programs strive to cultivate new sector-based partnerships,
 integrate racial equity outcomes, and leverage SPU investment to attract more complete project
 funding.
- Future GSI partnering (primarily 2024-2026 CIP work). Continue project implementation, in alignment with initiative goals and the Shape Our Water Plan through a portfolio of projects that includes SPU-led capital projects, SPU funding contributions to partner-led projects, and city-wide programmatic approaches. This work will focus on areas with partnership alignment.

Operating budget reflects the GSI asset management budget. GSI operations and maintenance is implemented to support career pathways for our at-risk communities into long term maintenance jobs. SPU's approach includes contracting with Seattle Parks and Recreation's Seattle Conservation Corps (SCC), a state-recognized preapprenticeship program. The SCC equips members of residents experiencing homelessness with paid apprenticeships in construction fields, from bricklaying to carpentry to plumbing.

Program Title	Green Stormwater Infrastructure						
(\$000's)							
	DF	RAINAGE &	WASTEWA	TER			
	2021 2022 2023 2024 2025 2026 TOTA				TOTAL		
Baseline O&M	\$1,100	\$1,200	\$1,200	\$1,200	\$1,300	\$1,300	\$7,300
Baseline Capital**	\$18,100	\$30,700	\$27,700	\$21,300	\$17,100	\$18,600	\$133,500
Total Baseline	\$19,200	\$31,900	\$28,900	\$22,500	\$18,400	\$19,900	\$140,800
O&M Increase	_	_	_	_	_	_	_
Capital Increase	_	_	_	_	_	_	_
Total	\$19,200	\$31,900	\$28,900	\$22,500	\$18,400	\$19,900	\$140,800
FTEs Added/Changed	_	_	_	_	_	_	_

Part 4. Capacity Plan to Deliver (Existing/Capital Only)

SPU strives to implement a large portion of our GSI portfolio through partner-led projects, including community-initiated projects, private development, and park improvements. Partnership projects are desired because they achieve stormwater goals more cost effectively in the long term. When the GSI in Urban Villages Program was funded through the 2018 Strategic Business Plan, our geographic boundary for potential partnerships expanded, increasing our ability to partner in GSI implementation. However, it is often challenging to align opportunities with external partners. Program outreach and policy barriers to funding partnership projects resulted in slower than anticipated project partnerships through the GSI in Urban Villages Program.

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Primary risks and risk reduction strategies for the next three to six years include:

- Partner project identification. For SPU to partner on projects led by others, the project must be
 in an SPU drainage/wastewater priority basin, have room to build GSI, and have a schedule that
 aligns with SPU. SPU will increase partnership projects through a new performance-based contract
 approach launching in 2021. This program will expand our partnerships to more community-based
 organizations and increase partnership on private property in many areas of the city.
- Resources. Exploration of partnership opportunities and development of policy guidance that removes
 barriers to partnership is staff intensive. Internal resource needs will be met through existing SPU staff,
 supplemented with external support. The GSI program is increasing internal staff capacity
 by growing the knowledge of existing staff who are new to the GSI concepts but who can allocate
 increased time to these efforts. External support has also been secured in 2020 via a GSI program support
 services contract.

Part 5. Alternatives Considered

All capital programs within this investment have undertaken their own Race and Social Justice Toolkit processes to inform their goals and objectives. Each has incorporated strategies to prioritize SPU investments in racial equity priority areas, and to promote partnerships and capacity with organizations that represent communities of color, support equitable job growth, and/or address environmental justice priorities.

The GSI initiative strives to embed the following environmental justice and service equity considerations into all the work we do by:

- Utilizing current population and place data to design programs for and with those most impacted;
- Maximizing community ownership of decision-making and center community leadership, narrative, perspective, and priorities;
- Taking steps to transform racially unjust economic structures at our unique points of leverage, such as:
 delivering our investments in ways communities of color can leverage additional outcomes or resources,
 addressing unequal community capacity/readiness to engage, elevating projects and programs that are
 responsive to Black, Indigenous, and People of Color (BIPOC) community priorities, and designing
 investment approaches that do not exacerbate displacement;
- Integrating program elements that explicitly prioritize youth development opportunities, job opportunities, contracting opportunities, and/or entrepreneur/business development opportunities in BIPOC communities; and
- Partnering with existing BIPOC-led decision-making body/bodies to ensure programs and projects remain relevant and responsive to community priorities.

5. Waste Diversion

Focus Area	Stewarding Environment and Public Health		
Goals	Advance Zero Waste circular economy		
Strategy	Reduce materials and carbon pollution		
Туре	Initiative template		
SPU Branch/Line of Business	Solid Waste		
Executive Sponsor	Jeff Fowler		
Project Manager/Lead	Susan Fife-Ferris		
Reporting	Annual		
Funding	Currently funded with continued funding for 2021-2026 ** **Continued Base Funding thru 2022. For 2023 and beyond, SPU cannot fully predict staff and funding needs. Depending on extended producer responsibility (EPR) systems legislated and put in place over the next few years, ratepayers will have increased access to environmentally and socially improved options but minimal or no rate decrease, or, if EPR for printed paper and packaging is enacted, the rate payer costs of collecting and processing those materials will be significantly reduced, which may ultimately be able to be passed onto the rate payers. One main reason is that SPU would no longer be subject to market risk with commodity values fluctuation.		
Last Update	January 2021		

Part 1. Summary of the Initiative

SPU is an internationally recognized leader in recycling and composting, having worked for decades to build a strong diversion ethic for recyclables and organics in Seattle. It is critical to continue our focus on waste diversion to maintain and grow that ethic and associated behaviors. SPU waste diversion work aims to reduce the amount of food waste created and support statewide food waste reduction goal of cutting food waste by 50 percent by 2030. Our extended producer responsibility efforts engage producers in developing environmentally sound and socially responsible solutions for the end-of-life management of their products. In addition to these efforts, SPU will focus on targeting contamination, improving the quality of recyclables and the quality of composting waste diversion streams, and expanding opportunities for self-haul and construction waste salvage.

Major Milestones	
Work with state and regional partners to finalize a state-wide framework for extended producer responsibility	
Increase food rescue innovation partnership work	

6. Waste Prevention

Focus Area	Stewarding Environment and Public Health
Goals	Advance Zero Waste circular economy
Strategy	Reduce materials and carbon pollution
Туре	Initiative template
SPU Branch/Line of Business	Solid Waste
Executive Sponsor	Jeff Fowler
Project Manager/Lead	Susan Fife-Ferris
Reporting	Annual
Funding	Currently funded with continued funding for 2021-2026 ** **Continued, base thru 2022. For 2023 and beyond, SPU cannot fully predict staff and funding needs until the Waste Prevention Strategic Plan is completed. SPU's intent is to use existing resources more efficiently based on strategic plan recommendations. SPU anticipates additional funding will be necessary to fully fund the recommendations; however, we anticipate we will be able to accomplish this without a rate impact given the overall solid waste budget.
Last Update	January 2021

Part 1. Summary of the Initiative

As work continues to maintain and grow Seattle's waste diversion ethic and associated behaviors, SPU is looking to a similar leadership role with significant benefits by building a comparable ethic of waste prevention in Seattle. Waste prevention addresses the root cause of waste to reduce its impact. Consumption accounts for a large proportion (~42 percent) of U.S. greenhouse gas emissions. Waste prevention works by directly targeting consumption and consumer behavior. SPU will lead waste prevention planning and programs that leverage partnerships, respond to changing recycling markets, and reduce the volume of single-use plastics. Examples of waste prevention actions residents and businesses can take include: buying and using less; designing products to last longer; reducing packaging; buying used; and repairing, reusing, sharing, donating, or re-selling items so others can use them.

Waste prevention is widely recognized as the cornerstone to addressing waste and its impacts, yet there have been relatively few resources invested in cohesive planning and programs by Seattle or other governments. Waste prevention as a key strategy for SPU is particularly important as we face challenges with changing recycling markets and issues around the proliferation of single-use plastics.

Waste prevention benefits SPU customers through:

- Reducing negative environmental impacts, such as marine debris, litter, water and air pollution, and exposure to toxic chemicals;
- Increasing health benefits;
- Conserving natural resources such as water, land, energy, and fuel;
- Combating climate change impacts;

- Reducing solid waste (i.e., garbage, recycling, and compost) transportation and end-of-life management costs;
- Helping SPU customers save money by buying less, buying used, repairing items, and sharing resources within the community; and
- Leveraging partnerships.

Major Milestone	
Develop and adopt a Waste Prevention Strategic Plan and metrics	
Fund waste prevention innovation through SPU waste-free community grants	2021-2023

7. Customer Affordability Programs

Focus Area	Empowering Our Customers, Community, and Employees	
Goals	Remove barriers	
Strategy	Provide utility assistance that makes a difference	
Туре	Initiative template	
SPU Branch/Line of Business	Corporate Policy; People, Culture, and Community	
Executive Sponsor	Mami Hara	
Project Manager/Lead	Kahreen Tebeau, Debra Reed	
	SPU Customer Affordability Community of Practice	
Reporting	Annual	
Funding	Currently funded with continued funding for 2021-2026	
Last Update	January 2021	

Part 1. Summary of the Initiative

Over the past three years and into the next three, SPU has and will continue to take concrete action to improve our suite of programs that help keep our services affordable for lower-income customers. Our customer assistance rests on three key pillars:

- Conservation programs which help customers reduce their water consumption and bills through more efficient water fixtures and appliances;
- The Utility Discount Program which provides ongoing bill assistance to the lowest income households; and
- The Emergency Assistance Program which provides a credit of up to \$448 dollars toward one bill per year for lower-income households (or two bills per year for households with children).

These core programs are supplemented by more targeted policy tools tailored to address specific customer needs such as payment arrangements, which help customers with high bills spread payment over a longer period, and a leak adjustment policy, which helps customers who experience an unforeseen leak. Our work to improve customer assistance has included increasing Utility Discount Program enrollment through a self-certification pilot, expansion of the Emergency Assistance Program, proactive outreach to prevent shut offs, and multi-family building notification improvements. We will continue to build on these improvements in 2021-23.

Major Milestones	
Increase enrollment in the Utility Discount Program by 6,000 net new enrollees (i.e., 2000/year)	
Increase utilization of the Emergency Assistance Program by issuing 2,400 emergency assistance	
credits to eligible households (i.e., 800/year)	
Expanded financial benefit of the new SPU leak adjustment policy to 1,500 customers	

8. Side Sewer Assistance Pilot and Implementation

Focus Area	Empowering Our Customers, Community, and Employees		
Goals	Remove barriers		
Strategy	Provide utility assistance that makes a difference		
Туре	Investment template		
SPU Branch/Line of Business	Drainage & Wastewater		
Executive Sponsor	Andrew Lee		
Project Manager/Lead	Kevin Burrell		
Reporting	Quarterly		
Funding	New Investment		
Last Update	January 2021		

Part 1. Summary of the Investment

Side sewers are an important component of Seattle's collective sewerage system. SPU maintains approximately 1,400 miles of sewer mainlines whereas customers are responsible for roughly 4,100 miles of pipe. Poorly maintained side sewers can lead to problems for our customers and for SPU. Unfortunately, many side sewers in Seattle are coming to the end of their useful life and most customers are unaware that they own and need to maintain them.

Each year more than 3,000 side sewer permits (those not associated with development) are issued to customers to make repairs on private property and in the right-of-way. Costs can range from several thousand dollars to many tens of thousands of dollars, especially when street and sidewalk restoration is required. Our research suggests that customers will ignore their side sewer until they experience a backup, or it completely fails. In addition, they will likely only fix what is needed instead of repairing or replacing the entire pipe. We also know that some customers do not have the resources to pay up front or finance the costs to maintain, repair or replace their side sewers.

The status quo is neither a benefit to the customer in terms of total life-cycle costs nor is it a benefit to the long-term capacity and operation of SPU's systems. SPU uses staff time and resources responding to hundreds of emergency calls from customers each year only to find that nearly nine out of 10 times the issue stems from the side sewer. Emergency repair situations also put SPU customers at a disadvantage. Our research indicates that most customers do not understand the permitting and repair process and they are left to make significant financial decisions under duress. They most likely will opt for the least expensive fix, as opposed to the solution that will cost less over the full life of the asset.

Part 2. Targeted Commitments and Performance Measures

SPU is developing a business case with several programmatic options that will help alleviate side sewer repair costs for customers. We will also use human-centered design to test and prototype program designs and collect feedback through outreach, focus groups, and customer interviews. Using the preferred alternative(s), we will develop an implementation plan with strategies and tactics to pilot the program starting in 2021. In 2022, program design adjustments will be made based on customer surveys or interviews. The initiative would be complete with a full-scale program moving forward by the end of 2023. The program would continue in 2024 and beyond.

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Major Milestones	Anticipated Outcomes	Year
Draft implementation & outreach plan	Pilot implementation plan	2021
Outreach materials & customer engagement	Program awareness	
Pilot test & implementation	Program enrollment	
Feedback & evaluation	Survey or interview data	2022
Refine program design, continue enrollment	Program participation	
Full-scale program implementation	Program incentives are available to customers in	2023 -
	the form of grants, loans, rebates, or repairs	2026

The short-term goal is to identify and test program approaches that are of value to customers that help reduce the costs of owning and maintaining side sewers. Early and ongoing program enrollment will indicate whether the design and outreach plan were effective. Customer surveys and interviews will describe if we are meeting customer expectations and overall program design and delivery methods. Geographic and demographic information we may be able to collect will also indicate if the program design is equitable, and if further adjustments need to be made.

The long-term goal (beyond the SBP planning horizon) is to reduce customers' full life cycle costs of owning and maintaining side sewers while also reducing the level of effort required by SPU to respond to or mitigate customer-related side sewer issues. If successful, we would expect to see changes in customer behaviors and attitudes towards maintaining side sewers, and an orientation towards being more proactive, rather than reactive. We would also look for a reduction in side-sewer related emergency calls to SPU and a downward trend in annual side sewer repair permits (not associated with development) over time.

Part 3. Financial Summary

Pilot initiation, including customer outreach, is expected to use existing staff with supplementation of consultant resources. Pilot implementation and evaluation will be resourced with a combination of existing staff, consultant contracts, and new or redeployed positions. The configuration of staffing will depend on the alternative chosen. Most of the expenditures for this program are expected to be in the form of rebates, grants and loans, or direct assistance (see alternatives in Section 5).

The financial summary below illustrates the anticipated expenditures from 2021 through 2023 which includes an initial pilot and ramping up of the program. The current plan for the pilot program is to move to baseline in 2024 with \$1M annual expenditures.

Program Title	Side Sewer Assistance Pilot and Implementation						
(\$000's)							
	2021	2022	2023	2024	2025	2026	TOTAL
Baseline O&M	_	_	_	_	_	_	_
O&M Increase	\$200	\$600	\$1,200	\$1,200	\$1,300	\$1,400	\$5,800
FTEs Added/Changed*	_	_	_	_	_	_	_

^{*}Anticipated to redeploy from existing positions/vacancies.

Part 4. Capacity Plan to Deliver (Existing/Expanding Capital Only)

N/A

Part 5. Alternatives Considered

There are several alternatives (table below) that have been analyzed. The alternatives range from small financial incentives (rebates, grants) to side sewer repair programs which would cover customer costs for repairs in the right-of-way.

Program Alternatives	Customers Served	Annual Costs
Customer Rebates	100's	\$100,000
SPU Grants & Loans	10's	\$1,000,000
Customer Utility Insurance	100's	\$10,000,000
SPU Direct Replacement of Side Sewers	1000's	\$100,000,000

Over time, we expect that each option will reduce SPU costs related to investigating customer side sewer emergencies. One alternative proposes to use crew or crew-led contractor work which would reduce crew capacity for planning and scheduling and field work for existing core work. One option houses the program outside of SPU, so little or no change in services levels is expected. Each program design will require some level of contracted outreach support for equitable service delivery.

This program prioritizes low- and fixed-income customers. Based on preliminary analysis, potential customers for this program are likely to be historically underserved communities including communities of color and non-English speaking populations. The program options that have been identified would support all customers. However, with limited resources available, the effort would prioritize low- or fixed-income customers.

The program will also rely on consultant support to engage customers and community-based organizations to eliminate unnecessary barriers to participate.

Part 4. Capacity Plan to Deliver (Existing/Expanding Capital Only)

N/A

Part 5. Alternatives Considered

There are several alternatives (table below) that are being analyzed. The alternatives range from small financial incentives (rebates, grants) to side sewer repair programs which would cover customer costs for repairs in the right-of-way.

Program Alternatives	Customers Served	Annual Costs
Customer Rebates	100's	\$100,000
SPU Grants & Loans	10's	\$1,000,000
Customer Utility Insurance	100's	\$10,000,000
SPU Direct Replacement of Side Sewers	1000's	\$100,000,000

Over time, we expect that each option will reduce SPU costs related to investigating customer side sewer emergencies. One alternative proposes to use crew or crew-led contractor work which would reduce crew capacity for planning and scheduling and field work for existing core work. One option houses the program outside of SPU, so little or no change in services levels is expected. Each program design will require some level of contracted outreach support for equitable service delivery.

This program prioritizes low- and fixed-income customers. Based on preliminary analysis, potential customers for this program are likely to be historically underserved communities including communities of color and non-English speaking populations. The program options that have been identified would support all customers. However, with limited resources available, the effort would prioritize low- or fixed-income customers.

The program will also rely on consultant support to engage customers and community-based organizations to eliminate unnecessary barriers to participate.

9. SPU Support Services for the Unsheltered

Focus Area	Empowering Our Customers, Community, and Employees
Goals	Remove barriers
Strategy	Provide utility assistance that makes a difference
Туре	Investment template
SPU Branch/Line of Business	People, Culture, and Community; Drainage and Wastewater
Executive Sponsor	Idris Beauregard, Andrew Lee
Project Manager/Lead	Dave Hare, Chris Wilkerson
Reporting	Quarterly
Funding	Currently funded with continued funding for 2021-2026** **Primarily City General Fund, Clean City Program with exception of RV Pump Out which is Drainage and Wastewater Funded.
Last Update	January 2021

Description:

SPU is increasing its support services for the unsheltered through the provision of cost-effective sanitation and disposal service solutions for Seattle's unsheltered populations including trash, sharps, (i.e., used needle collection) and recreational vehicle services. This investment includes two separate investment programs as follows:

- a. Clean City-Unsheltered Solid Waste Services
- b. Drainage and Wastewater Recreational Vehicle (RV) Mobile Pump Out Program

Separate templates for each investment area are provided below.

9a. Clean City - Unsheltered Solid Waste Services

Part 1. Summary of the Investment

SPU's Solid Waste Division delivers two unsheltered services: The Encampment Trash Program and the Recreational Vehicle (RV) Remediation Pilot.

Encampment Trash Program

The program provides both scheduled and on-call trash pick-up services to unsanctioned homeless encampments identified in partnership with Finance and Administrative Services (FAS) and Human Services Department (HSD). Sites are selected based on: safe access for vendors, safe conditions for encampment residents, ability for outreach staff to engage encampment residents, trash clearly identified as garbage and separated from any personal possessions, trash for collection located away from the encampment and on a public right-of-way, and site not immediately scheduled for HSD to remove the encampment. For both scheduled and on-call pick-ups, a contracted outreach provider works directly with the site occupants on the logistics of the pick-up site.

Currently, 12-17 unsanctioned homeless encampments are being serviced weekly, and numerous sites are serviced as needed through on-call trash pick-up service. Bulky items (e.g., couches, etc.) are picked up as part of these services.

Solid Waste RV Remediation Pilot

Starting in 2018 and continuing into 2019 and 2020, SPU conducted a pilot program to address community concerns and associated public health and safety risk associated with RVs. The City initiated the RV Remediation Pilot to remove problematic RVs and associated vehicles from the City right-of-way (ROW) and allow for safe cleanup of litter and debris.

Implementation of these efforts is led by SPU and performed by an interdepartmental team composed of Seattle Police Department, Seattle Parks and Recreation, Seattle Department of Transportation, and Seattle Finance and Administrative Services.

A series of protocols were developed to clarify the roles and responsibilities of each participating City department and guide how field staff from each should engage, provide notice, and remove RVs and vehicles that have been identified in priority areas. This includes site ranking criteria to identify six monthly priority RV locations, defined as having five or more RVs and vehicles with the highest health and safety risks. A monthly RV engagement schedule is also created and shared with internal and external stakeholders to facilitate coordination among participating departments.

Part 2. Targeted Commitments and Performance Measures

Encampment Trash Program

Target: Service 30 different unsanctioned homeless encampments annually.

As of January 1, 2020, SPU has serviced 26 different unsanctioned homeless encampments and collected 1,053,966 pounds of litter, engaged with 7,565 people, distributed 72,330 trash bags, collected 30 percent of distributed bags, and disposed of 44,948 sharps since January 2017.

Note: The program actively services between 12-17 locations weekly. Many of the locations are in place for an extended amount of time. Once the encampment moves or is cleared a new encampment is identified for weekly services.

Solid Waste RV Remediation Pilot

Target: By December 2021, service 50 RV hotspot locations. Ninety percent voluntary compliance for vehicles, towing unnecessary.

Note: This target assumes the pilot receives continuing and increased funding.

As of January 1, 2020, the RV remediation team completed 131 RV remediations in 41 neighborhoods. During the cleans 717,786 pounds of garbage were collected and 113 contaminated catchment basins were cleaned of sewage, garbage, and oil along with 102 spills. Ninety-one percent of all RVs/vehicles encountered left voluntarily. Only nine percent of all RVs/vehicles did not move and were towed or junked.

Part 3. Financial Summary

Both programs are expected to continue beyond 2020 but may be revised or expanded by the Mayor and City Council during budget deliberations.

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Program Title	Clean Ci	Clean City – Unsheltered Services					
Project Name	Encamp	Encampment Trash, RV Remediation Pilot					
(\$000's)							
			S	OLID WAS	TE		
	2021	2022	2023	2024	2025	2026	TOTAL
Baseline O&M	\$1,800	\$1,900	\$2,000	\$2,100	\$2,200	\$2,300	\$14,000
O&M Increase							
Total Baseline	\$1,800	\$1,900	\$2,000	\$2,100	\$2,200	\$2,300	\$14,000

Note: Programs are funded through General Fund and are not funded through utility rate.

Part 4. Capacity Plan to Deliver (Existing/Capital Only)

Current resources are sufficient to deliver the current program and pilot. No changes in capacity are anticipated.

Part 5. Alternatives Considered

These programs are exploring several options for improved delivery.

Encampment Trash Program

- Exploring paying homeless individuals to collect and dispose garbage.
- Expand existing consultant contracts with non-profit outreach providers.
- Expand garbage collection to service 10-20 sites at any given time.
- Continue exploring options for improved sharps collection.

Solid Waste RV Remediation Pilot

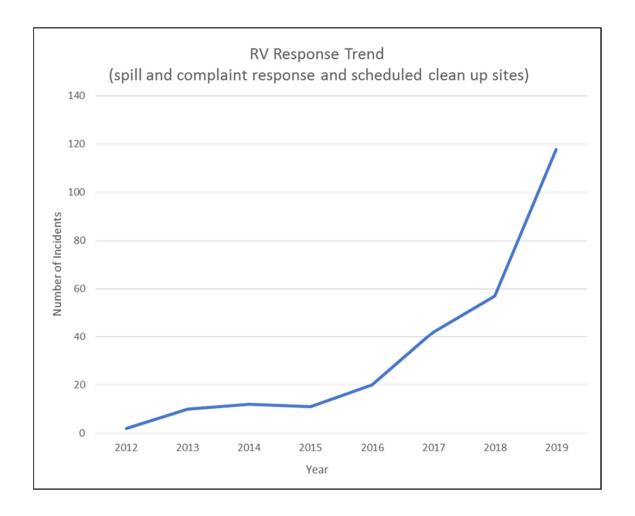
- Integrate non-profit outreach providers into the RV protocol.
- Expand (potentially) the number of pilot sites serviced.
- Explore pressure washing in clean-up activities.
- Continue collaboration with SPU's RV pump out pilot.

These programs have several race and social justice considerations including geographic distribution and very-low-income populations served. Work in these programs is done in coordination with community organizations and partner City departments including the Human Services Department. Continuous application of SPU's Race and Social Justice Initiative measures lead to refined selection criteria that help achieve service equity goals by identifying new neighborhoods in need of encampment trash and RV remediation abatement services.

9b. Drainage and Wastewater Recreational Vehicle (RV) Mobile Pump Out Program

Part 1. Summary of the Investment

Nearly half of Seattle's unhoused population live in vehicles, many in RVs. These RVs are often concentrated in encampments with minimal access to sanitary sewer or pump out removal (the nearest pump out station is 25 miles outside of Seattle city limits). Many of these RVs have broken plumbing or are unable to be moved, compounding the challenge of removing wastewater with traditional methods. RVs occupying encampments often dump waste in drainage basins, streets, or adjacent properties. Over the past several years incidents and complaints associated with this type of dumping have increased substantially (see graph that follows).



In addition to cleaning up garbage and debris at encampments, SPU's spill response team responds with the interdepartmental clean up team and assesses whether there is evidence of contamination from sewage or other materials. If there is, the team cleans out drainage catch basins to prevent materials from entering local waterways.

SPU is also operating a pilot RV pump out program to address dumping of sewage and other contaminants that can enter the drainage system and travel to local waterways. This pilot provides wastewater pump out services to RVs and will pilot an RV dump station. Mobile pumping is averaging \$150 per vehicle per pump out which includes attempted pump outs of RVs with clogged or broken plumbing (19 percent of service attempts).

Initial estimates for this pilot program assumed funding could provide eight pump-out events per month, with each event consisting of a four-hour period during which five to eight RVs could be serviced. In total, the pilot program services between 40 and 64 RVs per month. This estimate assumes that SPU can partner with the RV remediation interdepartmental team or separately with the Seattle Police Department to guarantee SPU employee safety and to help coordinate the response. In addition, SPU is assessing the viability of a temporary and potentially permanent RV dump station in Seattle.

Part 2. Targeted Commitments and Performance Measures

For this investment, SPU commits to pilot and evaluate cost-effective RV service approaches in 2021. Upon completion of the 2020 pilot and option analysis, targeted commitments will be established.

Part 3. Financial Summary

As a part of SPU's proposed 2021-2022 budget, the RV mobile pump out pilot is budgeted until 2022, at which time the program would be fully evaluated for continuation, including position allocation and needed services. Funding for the proposed continuation of the pilot will come from rate revenue.

Program Title	RV Mobil	le Pump O	ut				
(\$000's)*							
	2021	2022	2023	2024	2025	2026	TOTAL
Baseline O&M	\$200	\$200	\$200	\$200	\$200	\$200	\$1,200
Baseline Capital	_	_	_	_	_	_	_
Total Baseline	\$200	\$200	\$200	\$200	\$200	\$200	\$1,200
O&M Increase	_	_	_	_	_	_	_
Capital Increase	_	_	_	_	_	-	_
Total	\$200	\$200	\$200	\$200	\$200	\$200	\$1,200
FTEs Added/Changed	_	_	_	_	_	_	_

^{*}Dollars are rounded to the nearest \$100,000.

Part 4. Capacity Plan to Deliver (Existing/Capital Only)

The pilot is being delivered with an 'out of class' temporary position and through contractual services. Services are delivered in conjunction with the Seattle Police Department, the City navigation team and partner non-profit organizations, including St. Vincent De Paul and REACH.

Part 5. Alternatives Considered

This pilot is exploring several options with varying ranges of cost and benefit including:

- Providing RV mobile pump out services, and
- Installing a temporary or permanent RV pump out station in Seattle.

This pilot focuses on the technical feasibility of providing alternatives to RV dumping in a limited geographic area. Individuals served by this program are very low income; however, the pilot analysis does not include collection of income, race, or household data.

10. Seeds of Resilience Impact Investment Proposal

Focus Area	Empowering Our Customers, Community, and Employees
Goals	Partner with community to maximize the benefits of SPU
	investments
Strategy	Give voice and power through meaningful partnerships
Туре	Initiative template. If approved, Investment.
SPU Branch/Line of Business	Corporate Policy; All SPU
Executive Sponsor	Mami Hara, Paula Laschober
Project Manager/Lead	Dani Purnell, Karl Stickel
	SPU Seeds of Resilience Community of Practice
Reporting	Annual, until an investment proposal is approved.
Funding	TBD
Last Update	January 2021

Part 1. Summary of the Initiative

Assess viable approaches for designing, funding, managing, and evaluating a three-year pilot program that fosters community-centered, One Water and Zero Waste entrepreneurship. Investments will build water resiliency, encourage a circular economy, and grow jobs with an emphasis on supporting Black, Indigenous and People of Color (BIPOC) communities. As initially contemplated, SPU's "seeds of resilience" impact investment program would propose to invest some of SPU's annual operating revenue to incentivize and incubate locally led water and waste service entrepreneurship. SPU would seek to leverage and grow this investment through community partnerships eventually up to 100+ percent. To streamline program delivery, SPU would seek to administer its program through a community partner with skill in community granting and impact evaluation. The program's investment portfolio and annual investment strategy would be established by SPU and funding partners in consultation with a stakeholder steering committee. Annual investments would be made via competitive grant processes. Applicants would also be offered coaching and support both during and after application (as appropriate). SPU impact investment would target three primary outcomes: advancement of local One Water and Zero Waste circular economy and climate adaptation, long-term water and waste service affordability, and provision of new, inclusive job opportunities for the BIPOC community.

Major Milestones	Timing
Develop a proposal and enabling ordinance for Mayor's Office and City Council approval.	2021
If approved, launch pilot investment program.	2022

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11. Race and Social Justice (RSJ) Strategic Plan

Focus Area	Empowering Our Customers, Community, and Employees
Goals	Remove barriers; partner with community to maximize the benefits
	of SPU investments; invest in our employees
Strategy	Give voice and power through meaningful partnerships
Туре	Initiative template
SPU Branch/Line of Business	People, Culture, and Community
Executive Sponsor	Mami Hara
Project Manager/Lead	Kathleen Baca
Reporting	Annual
Funding	Currently funded with continued funding for 2021-2026
Last Update	January 2021

Part 1. Summary of the Initiative

SPU's RSJ Strategic Plan outlines a comprehensive approach to support the utility's internal and external RSJ work. The plan is comprised of a series of actions that include updating the Race and Social Justice Toolkit, deepening staff engagement in RSJ work, increasing community engagement to advance RSJ policies and service equity, and strengthening relationships with underserved communities by building on current engagement strategies. Increased employee engagement in RSJ work will result in a more equitable work culture; increased community engagement will provide a deeper understanding of the needs of our customers and help inform policy.

The scope of the RSJ Strategic Plan also includes:

- Increase SPU's community footprint through strategic community engagement;
- Design and facilitate SPU RSJ trainings, including train-the-trainer to build capacity of staff across the utility to facilitate discussions of race and social justice;
- Build partnerships with City departments to maximize resources for supporting and developing programs to advance racial equity across the utility;
- Support the change team, affinity groups and Seattle Silence Breakers to advance a unified vision and goals for achieving a truly equitable workforce;
- Develop a plan to increase membership in branch equity teams to increase staff engagement in RSJ and culture work; develop a companion program to engage staff not affiliated with any of SPU's standing groups;
- Host learnings, guest speakers, and town halls to build understanding of SPU's RSJ work among staff and community members; and
- Develop a communication plan to support the work.

Major Milestones	Timing
Broader engagement of staff in RSJ work, increased community partnerships	End of 2023
Update and revisions of SPU's RSJ strategic plan	Q2 2021

12. SPU Workforce Development

Focus Area	Empowering Our Customers, Community, and Employees
Goals	Invest in our employees
Strategy	Foster a more equitable workplace, work culture, and better work opportunities
Туре	Initiative template
SPU Branch/Line of Business	People, Culture, and Community
Executive Sponsor	Mami Hara, Andrew Lee
Project Manager/Lead	Mary Cornelius
Reporting	Annual
Funding	Currently funded with continued funding for 2021-2026
Last Update	January 2021

Part 1. Summary of the Initiative

Workforce planning is an interconnected set of solutions to meet employment needs. It can include changes to culture, changes to employee engagement, and improvements to employee skills and knowledge that will help to positively influence SPU's future success. This is important to "rebuild, retain, and recruit" the SPU workforce. Data shows that our workforce is changing and the way to stay ahead of this change is to proactively prepare, creating space for employees to stay within the SPU/ City of Seattle by growing and developing using internal programs. Equally important is using an equity and Race and Social Justice (RSJ) lens to ensure any development plan will align with the City of Seattle's Race and Social Justice Initiative (RSJI) expectations and to provide an equity component to all aspects of the SPU development planning. The following are the areas of focus for the SPU workforce planning strategy between 2021-2023:

- Internal trainings
- Recruitment
- Mentorship
- Performance management

- Succession planning
- RSJI
- Tuition Assistance Program (TAP)

Major Milestones	Timing
Internal trainings: develop resume building, mock interviews, and leadership excellence series	2021- 2022
Recruitment: create a diverse interview panel roster, identify, and develop community partners,	2021 -2022
conventional and non-conventional to locate top diverse applicants	
Mentorships: build upon existing program, establish mentor roster, and build a "shadowing"	2021-2023
system	
Performance management: enhance existing programming to include non-APEX/ SAM	2021-2022
employees and incorporate an Individual Career Action Plan (ICAP) for interested employees	
Succession planning: roll out for leaders as preparation for successors to E-Team level	2021
Tuition Assistance Program (TAP): expand program to include payments for employees with	2021
existing student loans	
RSJI: continued work with internal groups (Seattle Silence Breakers/ Change Team/	2021-2022
Environmental Justice and Service Equity) to update work products associated with maintaining	
equity in the workplace	

13. Workforce Facilities Investments

Focus Area	Empowering Our Customers, Community, and Employees
Goals	Invest in our employees
Strategy	Foster a more equitable workplace, work culture, and better work opportunities
Туре	Investment template
SPU Branch/Line of Business	Logistics, Drainage and Wastewater, Water
Executive Sponsor	Andrew Lee, Alex Chen, Keri Burchard-Juarez
Project Manager/Lead	Gina Galando, Leslie Webster, Alexander Mockos, Wylie Harper, Amy LaBarge, Frank Coulter
Reporting	Quarterly
Funding	Currently funded with continued funding for 2021-2026
Last Update	January 2021

Part 1. Summary of the Investment

This action plan update continues but revises the funding for improvements to SPU workforce facilities to improve working conditions for frontline employees at South Operations Complex, North Operations Complex, Cedar Falls Phase 2 as well as improved space utilization efficiencies at the Seattle Municipal Tower (SMT). These four facilities projects were previously funded as part of the 2018-2023 SBP.

Reevaluating SPU's Facility Needs

The 2018 original project estimates were based on preliminary estimates. After further analysis, the scope, schedule, and budget of the facility projects have been revised with three refined objectives for this work:

- 1. Update the facility master plan to provide a revised delivery strategy for overall utility facility needs based on current conditions.
- 2. Study and reevaluate SMT space utilization, post coronavirus. Based on our recent experience with large portions of our workforce telecommuting, we will develop a business case for reducing SMT floor utilization and implementing space reconfiguration projects to reduce maintenance and operating costs.
- 3. Create a capital and funding phased plan that achieves the lowest possible rate impact while delivering necessary facility assets.

Project Summaries

<u>North Operations Complex</u>: Includes the planning, design and renovation of the current facility including seismic and functional improvements to support the water line of business operations. The project is currently in options analysis.

<u>South Operations Complex</u>: Includes facility improvements that address maintenance issues and support operational efficiencies. Specifically, the project will address steel beam corrosion and roof leaks as well as failing utilities in the building and provide sewer grit and stormwater wet spoils dewatering, dry spoils and materials storage, and equipment decontamination and maintenance areas at the facility.

<u>Cedar Falls Phase 2</u>: Includes planning, design, and construction to replace shop space, fleet maintenance bays, equipment storage, materials, and tool storage buildings to support water line of business operations. The project is currently in scoping and does not include upgrades to the 100-year-old power grid, which is being done in coordination with Seattle City Light.

<u>SMT reconfigurations</u>: This project will seek to consolidate several floors of SMT occupied by SPU with the goal of reducing SPU's overall footprint and facility costs. The project will include the development of a business case that

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considers expanded use of telecommuting and SMT renovations that facilitate more collaborative and temporary workspaces.

<u>Facilities Master Plan.</u> Update the current facility master plan to provide a revised delivery strategy for overall utility facility needs based on current conditions.

Part 2. Targeted Commitments and Performance Measures

Major Milestone	Targeted Commitment
Facility Master Plan Strategy Update	Complete by 2023
Planning and design	Complete by 2023
North Operations Complex	
South Operations Complex	
Cedar Falls Phase 2	
SMT Reconfiguration	Complete by 2021
Construction	
North Operations Complex	Complete 2026
South Operations Complex	Complete 2024
Cedar Falls Phase 2	Complete 2025
SMT Reconfiguration	Complete by 2024
e indserinos consonación, improvements	Complete by 2022
 Phase 2 Floor Consolidation/Improvements 	Complete by 2024

Part 3. Financial Summary

Continue program investments with revised funding. After master planning, options analysis, and business cases are developed, project budgets will be updated with refined estimates. The following financial plan provides the current revised estimate for facilities projects.

Program Title	SPU Workforce Facility Investments						
(\$000's)*							
	2021	2022	2023	2024	2025	2026	TOTAL
North Operations Complex	\$500	\$500	\$3,000	\$5,000	\$5,000	_	\$14,000
South Operations Complex	\$3,700	\$13,900	\$9,100	_	_	_	\$26,700
Cedar Falls Phase 2	\$200	\$500	\$1,800	\$15,000	\$8,000	\$4,000	\$29,500
SMT Reconfiguration	_	_	\$1,500	\$1,500	_	_	\$3,000
Facilities Master Plan*	\$200	\$300	_	_	_	_	\$500
Total Baseline Capital**	\$4,600	\$15,200	\$15,400	\$21,500	\$13,000	\$4,000	\$73,700

 $[\]hbox{* The Facilities Master Plan is a new project with funding reallocated from existing facility projects.}$

Part 4. Capacity Plan to Deliver (Existing/Capital Only)

The delivery model for major above ground facility construction and associated SPU resource plan will be a primary outcome of the facility master plan. Current projects in flight are fully staffed and will be using a combination of SPU and contracted resources to complete each phase.

^{**}Total planned capital spending decreased compared to the prior plan.

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Part 5. Alternatives Considered

Several options were considered and vary by project:

- Continue to scope projects at higher levels of investment than the lower revised estimate; SPU has opted to pursue least cost options to reduce customer rate impact.
- Continue to use current facilities without major investment; this option does not support operations adequately and would like impact safety, productivity, site resilience, morale, and environmental impacts.

14. Accountability and Affordability Strategy Plan

Focus Area	Strengthening Our Utility's Business Practices
Goals	Enhance ratepayer affordability
Strategy	Deliver on accountability and affordability commitments
Туре	Initiative template
SPU Branch/Line of Business	Corporate Policy, Corporate Performance, Finance & Administration, Project Delivery and Engineering, All SPU
Executive Sponsor	Mami Hara, Paula Laschober, Keri Burchard-Juarez, Andrew Lee
Project Manager/Lead	Dani Purnell, Natasha Papsoueva, Karl Stickel, Tanya Treat, Ellen Stewart SPU Accountability and Affordability Community of Practice
Reporting	Annual
Funding	Currently funded with continued funding for 2021-2026
Last Update	January 2021

Part 1. Summary of the Initiative

Improving rate affordability and accountability to our customers is paramount. While SPU is making progress in managing rates, the affordability of drinking water, wastewater, and stormwater is a challenge in Seattle and for utilities nationwide. As we confront increasing costs of living in housing and other sectors and the increase in economic inequality among our residents, the affordability of SPU's services becomes even more critical.

Our strategy outlines a holistic approach to deliver essential utility services, keep rate increases lower, focus corporate culture on continuous improvement, and make investments that deliver multiple benefits to the community. The initiative includes a series of actions that improve how SPU delivers service including the following:

- **Capital project planning and delivery.** Increase the speed and efficiency of planning and delivering of capital improvement projects while maximizing community value.
- **Process efficiency improvements.** Develop a culture of continuous improvement to enhance value to our customers and improve efficiency and performance.
- **Financial management.** Streamline and integrate budget and financial planning practices and align investments with the long-range strategic goals of SPU and the community.
- **Regulatory alignment.** Reduce the cost and risk of meeting regulatory demands while ensuring public health and safety, environmental protection, a vibrant local economy, and social equity outcomes.
- Alternative funding and partnerships. Improve SPU's ability to partner with organizations, institutions, and companies to leverage broader benefits, reduce costs, share risks, and improve outcomes for the communities we serve.
- Customer assistance. See separate Customer Assistance Programs Initiative.

Part 2. 2021-2023 Commitments

Major Milestones	Timing
Implementation of actions across six practice areas	End of 2023
Update and revisions of actions by practice area	Q1 2021
	Q1 2022
	Q1 2023

15. Risk and Resilience Strategic Plan

Focus Area	Strengthening Our Utility's Business Practices
Goals	Manage assets and risks optimally
Strategy	Improve how we manage risk and invest in system assets and infrastructure
Туре	Initiative template
SPU Branch/Line of Business	Finance and Administration, All SPU
Executive Sponsor	Mami Hara, Paula Laschober
Project Manager/Lead	Ned Worcester, Dan Ward
Reporting	Annual
Funding	☑ Currently funded with continued funding for 2021-2026
	☐ Currently funded with increased funding for 2021-2026
	☐ New Investment
Last Update	January 2021

Part 1. Summary of the Initiative

SPU's ability to provide customers with safe, reliable, and affordable services requires a forward-looking risk and resilience strategy to maximize opportunities, mitigate negative risk, and plan for both sudden and gradual impacts that affect our ability to serve our community. As we plan for future resource use, and affordability concerns shape daily discourse, a forward-looking risk and resilience strategy is essential to providing maximum benefit to our customers, the environment, and our region. Sound risk management allows SPU to handle uncertainty and identify associated opportunities, enabling us to realize operational efficiencies, maximize financial gain, and achieve maximum benefit for customers.

This strategy focuses on working with business units to assess risk and resilience; identify opportunities and reduce negative impacts; and develop tools to support maximum benefit to SPU in areas such as equity, finance, legal, security, and asset management. How to approach risk, how to make decisions involving uncertainty, and how to address, adapt to, and recover from factors that might disrupt our ability to provide critical utility services will be a key emphasis. The work will also center around building partnerships within and outside SPU, mapping interdependencies, and developing action items supporting increased resilience. Major utility outcomes include:

- Maximize opportunities. Encourage and facilitate measured risk-taking that encourages innovation, equity, and creativity.
- **Invest in resilience.** Reduce vulnerabilities, increase capabilities, and improve SPU's ability to adapt to expected and unexpected disruptions, changes, and opportunities.
- **Provide legal and regulatory leadership.** Position SPU to stay ahead of changing regulatory requirements, identify future legal issues, and enhance our ability to respond to legal challenges.
- **Focus on community.** Emphasize collaborative planning and relationships across SPU, other City departments, and the public.
- **Foster risk & resilience culture**. Guide organization-wide risk and resilience decisions and culture, such as helping work groups identify and chart a course of action.

Part 2. 2021-2023 Commitments

Major Milestones	Timing
Create and support use of risk and resilience tools to help decision-making, maximize	Q4 2021
opportunities, and reduce negative risk.	
Work with each SPU line of business and branch to complete ongoing risk assessments, map	Q4
interdependencies, and develop action plans to increase resilience to identified and future	2021, Ongoing
hazards.	
Develop and continuously update (at least quarterly) a risk register highlighting major cross-	N/A-Ongoing
cutting risks across SPU.	

16. Water System Seismic Resilience

Focus Area	Strengthening Our Utility's Business Practices
Goals	Manage assets and risks optimally
Strategy	Improve how we manage risk and invest in system assets and infrastructure
Туре	Investment template
SPU Branch/Line of Business	Water, Project Delivery and Engineering
Executive Sponsor	Alex Chen, Keri Burchard-Juarez
Project Manager/Lead	Bill Wells
Reporting	Quarterly
Funding	Currently funded with increased funding for 2021-2026
Last Update	January 2021

Part 1. Summary of the Investment

Earthquakes pose a risk to our water system and therefore seismic resilience planning is essential. SPU recently completed a water system seismic study aimed at increasing SPU's resilience against earthquakes. The study estimated that during a catastrophic earthquake, SPU would completely lose water pressure within 16 to 24 hours and it would take between 10 to 25 days to restore 50 percent of service. The study also found it is likely to take more than two months to reach the 99 percent plus service restoration level. Seismic upgrades could significantly cut down the time needed for service restoration. By 2045, 10 to 30 percent of SPU's customers would not even lose service after a catastrophic earthquake. By 2075, the percentage of customers that do not lose water service would rise to 40 to 50 percent. In a hundred years or more, only isolated pockets of water service outages would occur. SPU is beginning to implement the study recommendations.

The short-term strategy is to implement short-term measures, such as improving emergency preparedness and response planning, and adopting isolation and control strategies, that can be used to mitigate the effects of seismic damage until expensive long-term infrastructure improvements can be made. The cost of these short-term measures would be on the order of \$40 million over the next 15 to 20 years.

The long-term strategy is to use proven technologies and strategies that water utilities in the United States and Japan are implementing to mitigate and/or prevent water system damage. They include installing earthquake-resistant pipe, upgrading existing facilities to meet current seismic requirements, and ensuring there is adequate water storage to provide emergency water after a major earthquake. Implementing these technologies is expensive and could take decades. Long-term infrastructure improvements will cost over \$800 million over approximately the next 50 years, followed by further investment for decades.

Part 2. Targeted Commitments and Performance Measures

Milestones	Anticipated	Year
	Outcomes	
Implement many of the short-term recommendations of the seismic study, such as procuring additional emergency repair materials for pipes that may fail after an earthquake and installing additional valving to reduce water outages after an earthquake.	Improved seismic resiliency	2021-2023

Part 3. Financial Summary

The current six-year combined Capital Improvement Plan (CIP) forecast includes short-term and long-term strategies.

Seismic upgrades were recommended over the course of 50 years, with the highest risk and consequence items coming first. The seismic study Executive Summary shows the 50-year projections in a table on the last page. The 50-year projections are intended to be a starting point for budgetary planning, understanding that there may be changes made over the years. Since seismic upgrades are considered part of the overall CIP / asset management planning process, ongoing and continuous analysis of upcoming projects and programs may result in shifts in project prioritization – consistent with all CIP planning for SPU's water line of business.

Six-year CIP projections are shown below. The numbers shown represent planning-level estimates that will be refined heavily after a detailed options analysis is completed for each project, which is typical of our CIP process.

Higher risk and consequence upgrades will generally go through options analysis tending towards higher cost, lower risk solutions. Lower risk and consequence upgrades will generally go through options analysis tending towards lower cost, higher risk solutions. Balancing system reliability as well as rate affordability is a key consideration, as it is for all CIP projects and planning.

Program Title	Water Seismic Resilience Capital Improvements						
(\$000's)*							
	2021	2022	2023	2024	2025	2026	TOTAL
Baseline Capital	_	_	_	_	_	_	_
Distribution System Seismic Improvements	\$1,500	\$2,250	\$4,000	\$2,000	\$4,500	\$4,500	\$18,750
Transmission System Seismic Improvements	\$1,600	\$2,400	\$3,800	\$14,700	\$13,000	\$18,500	\$54,000
Total Baseline Capital	\$3,100	\$4,650	\$7,800	\$16,700	\$17,500	\$23,000	\$72,750

Part 4. Capacity Plan to Deliver (Existing/Capital Only)

Delivery of these investments will be done through existing staff and contractual resources. Between these two resources, sufficient capacity exists to deliver this investment.

Part 5. Alternatives Considered

We considered alternatives that accelerated the seismic funding to less than 50 years. However, given the prioritization of various projects and the potential rate impacts, the recommended alternative was to spread the costs over a longer duration, with higher priority projects going first.

The projects are spread out throughout the city limits (and beyond), focused on areas of potential seismic hazard. Each upcoming capital project will complete a Race and Social Justice Toolkit to assess any potential race and social justice implications.

17. Water Asset Management and Opportunity Work

Focus Area	Strengthening Our Utility's Business Practices				
Goals	Manage assets and risks optimally				
Strategy	Improve how we manage risk and invest in system assets and infrastructure				
Туре	Investment template				
SPU Branch/Line of Business	Water, Project Delivery and Engineering				
Executive Sponsor	Alex Chen, Keri Burchard-Juarez				
Project Manager/Lead	Bill Wells				
Reporting	Quarterly				
Funding	Currently funded with continued funding for 2021-2026				
Last Update	January 2021				

Description: This program focuses on asset management and enhanced investment in SPU's gaining drinking water infrastructure and deferred maintenance to reduce long term system costs. This investment includes the following separate investment programs:

- a. Water System Overall Asset Management
- b. Hydrant and Valve Maintenance
- c. Water Asset Transportation Opportunity Projects

Separate templates for each investment area are provided below.

17a. Water System Overall Asset Management

Part 1. Summary of the Investment

SPU owns and operates a regional water system comprised of a vast array of assets ranging from dams, treatment plants, pipes, storage tanks, pump stations, hydrants, and more. The original water system was put into service in 1901 and has been continually expanded and improved. Many assets are aging; the average age of distribution pipes is approximately 70 years old. Investment in the repair, rehabilitation, and replacement of Seattle's aging water system is critical.

Asset management is a systematic framework for determining those repair, rehabilitation, and replacement investments. Asset management is performed from two perspectives. The first is to look at each asset class and to catalog all assets and their condition, establish what levels of service the assets are providing, rank assets by criticality, assess the optimal blend of O&M and CIP for the assets to result in lowest life-cycle cost, and plan for O&M and CIP funding to support the management of the assets. The second perspective is to take a high-level, strategic approach to managing all asset classes together, since together they comprise the entire drinking water system. SPU has completed asset management plans for all water system asset classes.

Part 2. Targeted Commitments and Performance Measures

Major Milestones	Anticipated Outcomes	Year
Complete 1 mile per year of planned water main replacement	Improved water distribution system	2021-2023
Complete 650 replacements per year of water service line replacements	Improved water distribution system	2021-2023
Complete planning and evaluation for rehabilitation for 2 water tanks	Improved water distribution system	2021-2023
Complete 2,500 feet per year of new cathodic protection on transmission pipes	Improved water transmission system	2021-2023
Complete the Tolt water supply valve 15 replacement project	Improved water supply system	2023

Part 3. Financial Summary

The six-year combined CIP forecast already includes a balanced prioritized program for which assets should be replaced in the next six years. In the next three years, SPU will continue to monitor asset condition and criticality, and will adjust the next six-year CIP.

Part 4. Capacity plan to Deliver (Existing/Capital Only)

Resource capacity planning and delivery for managing and maintaining water assets is performed at the program level and adjusted annually based on need.

Part 5. Alternatives Considered

The asset management approach considers many alternatives for each different type of asset and for the system. SPU typically uses the lowest life cycle cost approach that is also sustainable is the approach taken.

Future capital projects that are recommended from the asset management approach will complete a Race and Social Justice Toolkit to assess any potential race and social justice implications.

17b. Hydrant and Valve Maintenance

Part 1. Summary of the Investment

This investment dedicates two crews (four positions total) to perform essential maintenance of the water system and is a continuation of an existing program. Work includes hydrant and valve maintenance. Over time, SPU has had to scale back this work and reallocated staff to competing priorities, including meeting the needs of new development (new water service taps) and other capital programs leaving a backlog of system maintenance work.

Hydrant maintenance can be divided into minor work orders for hydrants that still function and major work orders for hydrants that are out of services. For minor work orders, there is a current backlog of approximately 7,000 which continues to grow. For major work orders, there are about 30 out-of-service hydrants in any given month, with new hydrants reported out of service approximately equaling the number of hydrants being put back in service.

Valves can be divided into less critical and critical valves. Less-critical valves include approximately 20,500 valves for large water service lines, 19,000 valves for fire hydrant branch lines, and 16,000 valves for distribution piping isolation. Critical valves, which number approximately 2,000, are typically larger diameter valves

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and those most critical to performance of the water system. SPU is not performing any valve maintenance currently, except for reactive maintenance in response to failed valves. For critical valves, the goal for preventive maintenance is a five-year inspection interval.

Part 2. Targeted Commitments and Performance Measures

Major Milestones	Anticipated Outcomes	Year
Reduction in backlog of minor maintenance work orders for	Improved water distribution	2021-2023
hydrants	system	
Reduction in backlog of major maintenance work orders for	Improved water distribution	2021-2023
hydrants	system	
Reduction in backlog of maintenance work orders for critical	Improved water distribution	2021-2023
valves	system	

Part 3. Financial Summary

This is a continuation of the existing program; funding is expected to continue at current levels, adjusted for inflation.

Program Title	Maintena	Maintenance of the Water Distribution System							
(\$000's)*									
	2021	2022	2023	2024	2025	2026	TOTAL		
Baseline O&M	\$550	\$560	\$580	\$590	\$600	\$610	\$3,490		
O&M Increase	_	_	_	_	_	_	_		
Total O&M	\$550	\$560	\$580	\$590	\$600	\$610	\$3,490		

Part 4. Capacity Plan to Deliver (Existing/Capital Only)

Delivering this work requires hiring for currently vacant positions. Over the past few years, hiring for these vacancies has been difficult and SPU has not been able to attract qualified water pipe workers in the last several hiring processes. To address this issue SPU plans to:

- Broaden the recruitment process to expand the number of applicants.
- Consider use of private contractors to help catch up on deferred maintenance, as a short-term fix.
- Our goal is to hire the four FTEs in 2020, with their major focus on reducing the maintenance backlog through 2020-2023. After hiring these FTEs, the plan is to have them reduce the maintenance backlog and track their efforts over time so that we can better understand the staffing needs over a longer term.
- Hire an apprentice class in 2020 to develop more qualified water pipe worker candidates.

Part 5. Alternatives Considered

SPU considered an alternative of hiring more FTEs to catch up with the backlog faster. However, given the hiring difficulties, this alternative was not seen as feasible.

The water distribution system is evenly distributed throughout the city. Therefore repairs, and any race and social justice impacts, are evenly distributed geographically.

17c. Water Asset Transportation Opportunity Projects

Part 1. Summary of the Investment

Transportation projects create impacts to SPU infrastructure through unavoidable conflicts, damage from construction, and impaired/more costly access. They also provide opportunities for SPU to improve service and replace failing infrastructure at reduced costs through shared pavement restoration, mobilization, and traffic control costs. SPU has identified three categories of transportation project investments: 1) asset protection and rehabilitation, 2) impact-based replacements, and 3) opportunity replacements. For each transportation project, SPU evaluates existing asset conditions, project impacts, and opportunities to determine the appropriate level of investment.

This item focuses on CIP funding for "opportunity projects," which are projects for water system improvements that take advantage of the street being opened for roadway projects to save cost and impact of opening the street again later. SPU has planned for all opportunity projects with SDOT since 2017.

Part 2. Targeted Commitments and Performance Measures

SPU's commitment for opportunity projects reflects that SPU is not in control of project schedules because they are effectively Seattle Department of Transportation (SDOT) projects. In recent years, several large opportunity projects were delayed by SDOT.

Major Milestones	Anticipated Outcomes	Year
Review every SDOT project for opportunities for water	Improved water distribution system	2021-2023
distribution system improvements and report on actual		
opportunities that arose, which will inform the		
anticipated projects and budget		
Report on significant budget and schedule deviations larger	Improved water distribution system	2021-2023
than 25 percent, which will help determine if we have		
sufficient resources to take advantage of potential future		
opportunities		

Part 3. Financial Summary

The table below summarizes future opportunity projects with SDOT over the next six years, including Madison Bus Rapid Transit and East Marginal Way Heavy Haul Corridor which were previously delayed. As noted above, SPU is not in control of the schedule of opportunity projects.

Program Title	Water Asset Transportation Opportunity Projects						
(\$000's)*							
	2021	2022	2023	2024	2025	2026	TOTAL
Baseline Capital	_	_	_	_	_	_	_
Total Baseline Capital	\$9,200	\$16,400	\$9,400	\$2,700	\$2,600	\$2,600	\$42,900

Part 4. Capacity Plan to Deliver (Existing/Capital Only)

SPU plans to continue to plan projects in coordination with SDOT, and to follow the schedules established by SDOT.

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Part 5. Alternatives Considered

We are still recommending the path forward from the last Strategic Business Plan. We did not consider the alternative of discontinuing potential opportunity projects, given the potential cost benefits, and reduced public disturbance of working on water main projects with SDOT when streets are already open for construction.

SPU relies on SDOT to evaluate the race and social justice considerations for their projects. In general, transportation projects occur throughout the city and therefore the impacts, both short-term construction impacts and long-term transportation benefits, occur throughout the city.

18. DWW Asset Management Work

Focus Area	Strengthening Our Utility's Business Practices
Goals	Manage assets and risks optimally
Strategy	Improve how we manage risk and invest in system assets and
	infrastructure
Туре	Investment template
SPU Branch/Line of Business	Drainage and Wastewater, Project Delivery and Engineering
Executive Sponsor	Andrew Lee, Keri Burchard-Juarez
Project Manager/Lead	Tara Wong-Esteban
Reporting	Quarterly
Funding	Currently funded with increased funding for 2021-2026
	New Investment
Last Update	January 2021

Description: The average age of our drainage and wastewater infrastructure is over 80 years old. Under the current investment levels, we are likely to experience more asset and facility failures which lead to overflows, impacts to public health and safety, and risk SPU's ability to meet regulatory requirements. Increased investment in the rehabilitation of our sewer pipe, pump stations, combined sewer overflow outfalls, and force mains is needed, as well as developing a renewal program for the City's drainage system.

This investment includes three separate investment programs as follows:

- a. Expansion of Sewer Rehabilitation Work
- b. Expansion of Drainage Rehabilitation Work
- c. Wastewater Pump Stations, Force Mains, and CSO Outfall Rehabilitation

Separate templates for each investment area follow.

18a. Expansion of Sewer Rehabilitation Work

Part 1. Summary of the Investment

The average age of our wastewater infrastructure is over 80 years old. Increased investment in the repair, rehabilitation and replacement of Seattle's aging sewer pipes is needed. This activity helps prevent sewer overflows, minimizes public health and safety risks, and meet regulatory requirements. The additional funding will be used to complete more contractor-constructed full-dig replacement, open-cut spot repair, and full-pipe lining projects. This funding will also be used to increase in-house crew capabilities to perform full-pipe lining and open-cut spot repair projects.

The recommendation for increased investment in sewer rehabilitation is based on the results of a capital investment analysis completed in 2019. The analysis modeled future system need given current pipe condition, pipe degradation, and rehabilitation funding and evaluated investment scenarios on their ability to mitigate the current backlog of pipes at high risk of failure and move towards more proactive renewal.

Part 2. Targeted Commitments and Performance Measures (Next Three Years)

From 2018-2019, SPU averaged rehabilitation on 6.7 miles of pipe annually. The goal to rehabilitate 23.5 miles of pipe from 2021-2023 equates to an average of 7.8 miles of rehab per year, which is an increase of about 16 percent over current achievement rates. It does not match the funding increase of 33 percent because some projects, like a full sewer pipe replacement, rehabilitate less pipe and are more expensive. Funding also covers the cost of additional resources to manage, assess and deliver additional work, and includes the addition of our lining crew

Targeted Commitments	Performance Metrics	Definition of Success		
Reduce and eliminate backlog of high-	Miles of pipe rehabilitated,	Complete 23.5 miles of sewer rehab		
risk pipes	total	by 2023		

Part 3. Financial Summary

This investment gradually increases the program budget to \$32.1M by 2026 (and sustain funding of \$30-35M from 2027-2040). This adds \$45M to the 2021-2026 CIP budget, which represents a 33 percent increase over the baseline total of \$134.6M. The proposed funding will allow SPU to improve the system overall and decrease our backlog of high-risk pipe. The "high risk backlog" is defined as pipes that need to be rehabilitated in less than a five-year rehabilitation window. At this investment rate, we should be able to reduce the number of pipes that are past their rehabilitation window and start reducing the overall backlog of high-risk pipe over the next six years. However, we do not expect to have the backlog managed (the rate of pipe rehabilitation is equal to the number of pipes needing rehabilitation) until about 2050.

This recommendation is summarized in the following table:

Program Title	Expansio	Expansion of Sewer Rehabilitation Work					
(\$000's)*							
	2021	2022	2023	2024	2025	2026	TOTAL
Baseline O&M	_	_	_	_	_	_	_
Baseline Capital	\$20,700	\$20,100	\$20,100	\$24,100	\$24,800	\$24,900	\$134,700
O&M Increase	_	_	_	_	_	_	_
Capital Increase	7,600	8,900	9,500	\$6,100	\$5,700	\$7,200	\$45,000
Total*	\$28,300	\$29,000	\$29,600	\$30,200	\$30,500	\$32,100	\$179,700
FTEs Added/Changed**	3		1				

^{*}This is the proposed pipe rehabilitation capital budget, including the lining crew.

Part 4. Capacity Plan to Deliver (Existing/Expanding Capital Only)

This investment includes staffing resources to deliver the work. To address the increased workload DWW will:

Add three positions in 2021. The 2021 positions are for pipe assessment and contracting. The assessor
positions assess pipe condition, identify rehabilitation work, develop work scopes, create work orders,
assess backlog, and identify/initiate new projects. This is the work that feeds the rehabilitation project
conveyor belt and will need to increase soon to support the increased spending that is coming. This
staffing need was identified in the capital investment analysis. A third position would be in the Project
Delivery and Engineering Branch and support project contracting. An analysis of staff hours spent per

^{**}Positions will be largely capital funded.

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- project, when forecasted for future work in the 2021-2026 timeframe, shows that this critical team will need one person to ensure rehabilitation work can move through the bid process efficiently.
- Add one position in 2023 in project delivery. Our staffing analysis shows that project design and construction management will need additional resources to keep pace with the investment level. While our analysis shows needing more than 1 person, we are expecting that the on-call consultant or construction management contracts to be executed in 2020 will be able to assist with the workload.

In the past, there has been some difficulty in delivering projects due to a shortage of project managers. Specifically, the project management group went through a staffing shortage in 2018-2019 that slowed down work. That has now been remedied and the project management staffing approach is working well.

Part 5. Alternatives Considered

Six scenarios were evaluated through the capital investment analysis of the pipe rehabilitation program. The scenarios changed the amount of funding available and the types of rehabilitation used and compared how soon the backlog of high-risk pipes (those needing renewal within five years) would be addressed and how soon proactive work could begin (pipes with more than five years until renewal is needed). Having a better balance of reactive and proactive work would allow SPU to reduce the risk of sewer overflows due to pipe failure and better leverage the work and needs of others (e.g., SDOT projects, capacity needs). The recommended scenario balanced the need for increased work with the ability to increase capital funding and in consideration of other capital portfolio needs.

There are no implications associated with this program to equity, race, and social justice. These improvements will be spread throughout the City of Seattle and are driven by asset deterioration and criticality. Race and Social Justice Toolkits will be implemented at the planning level of projects.

18b. Expansion of Drainage Rehabilitation Work

Part 1. Summary of the Investment

This work will increase the rate of rehabilitation of our aging drainage infrastructure assets helping to prevent flooding, improve water quality, and reduce impacts to our customers. This capital work will be guided by a drainage program review, asset management planning, and program strategy development that is part of SPU's baseline work for 2020-2021.

SPU owns and operates approximately 480 miles of storm drain pipelines, 295 storm drain outfalls, 23 large surface water facilities, 1 million gallons of underground stormwater detention, 11.6 miles of creek culverts, 129 miles of non-stream bearing culverts, 62 green stormwater facilities, over 20,000 catch basins, and 400 water quality structures in the city limits. The primary purposes of these assets are to convey, store, and/or treat stormwater.

In the last five years, SPU has completed asset management plans (AMPs) for all major drainage asset classes. The AMPs highlight the need to increase spending and resource allocation on the cleaning, maintenance, condition assessment, and rehabilitation of these assets. The drainage rehabilitation program's current spending levels for the rehabilitation of existing drainage infrastructure is less than \$3M per year. This increase in spending is to address system deficiencies and prevent the high-cost, reactive activities related to deferred capital rehabilitation work.

Part 2. Targeted Commitments and Performance Measures (Next Three Years)

For drainage assets, under this proposal, we expect to prioritize critical infrastructure improvements to drainage assets and continue to collect additional asset condition information, helping SPU's drainage rehabilitation program mature.

SPU has identified an immediate need to address drainage system deficiencies and begin addressing aging infrastructure to maintain the function of our system. In 2020-2021, SPU will perform a drainage program review. This work will include an audit of the existing program, prioritization of asset management plan recommendations, prioritization of condition assessment needs, and prioritization of programs gaps and needs.

The drainage program will deliver projects based on risk and criticality; however, the program prioritization will evolve based on new condition data or other identified operational concerns. Specific projects will be identified as part of the planning process.

Targeted Commitments	Performance Metrics	Performance Measure
Increase investments in	Dollars spent	Meet spending shown in Part 3
degraded drainage assets	Additional metrics TBD*	

^{*}Note: SPU will perform a drainage program review in 2021-2022 that will determine the short- and long-term capital improvement plan for this asset class. Once the review is complete, SPU will commit to specific performance metrics.

Part 3. Financial Summary

This investment will increase the rehabilitation budget by \$2M annually between 2024-2026 to increase rehabilitation of drainage assets. Roughly \$250K in baseline O&M funds have been re-allocated starting in 2020 to assist with the planning of this work. Funding includes increase in staffing of 1.5 FTEs.

Baseline activities for drainage rehabilitation include the following:

- Program planning 2020-2021 \$250K/year (\$ vary)
- Stream culvert replacement program \$2-13M per year (\$ vary)
- Drainage rehabilitation \$1M per year (\$ vary)

Program Title	Drainage Rehabilitation							
(\$000's)								
	2021	2022	2023	2024	2025	2026	TOTAL	
Baseline O&M	\$300	_	_	_	_	_	\$300	
Baseline Capital	\$3,100	\$3,900	\$12,100	\$10,000	\$13,200	\$12,100	\$54,100	
Total Baseline	\$3,400	\$3,900	\$12,100	\$10,000	\$13,200	\$12,100	\$54,400	
O&M Increase	_	_	_	_	_	_	_	
Capital Increase	_	\$500	\$1,000	\$2,000	\$2,000	\$2,000	\$7,500	
Total	\$3,400	\$4,400	\$13,100	\$12,000	\$15,200	\$14,100	\$61,900	
FTEs Added/Changed	1.5*						1.5*	

^{*}May be reallocated from internal open positions

Baseline includes existing drainage rehabilitation, creek culvert projects, sand boxes, and facility rehabilitation.

Part 4. Capacity Plan to Deliver (Existing/Expanding Capital Only)

Increasing drainage rehabilitation activity will require the addition of 1.5 positions to support the work. 1 FTE provides provide program management and implementation and an additional 0.5 FTE for an assessor. (These positions may be reallocated within existing open positions.)

Part 5. Alternatives Considered

Each project proposed as part of the drainage rehabilitation program will evaluate options and perform a collaborative scoping process in accordance with SPU policy to evaluate the appropriate project scope while ensuring that the improvement accommodates future capacity and operational needs. As we learn more about drainage assets, the program will adjust, and future Strategic Business Plan action plans will be changed accordingly. Generally, these projects are based on rehabilitating failing or substandard assets so that they will perform effectively. Drainage rehabilitation work will be prioritized based on risk and criticality. Lower priority work will not be funded until high priority work is completed.

There are no implications associated with this program to equity, race, and social justice. These improvements will be spread throughout the City of Seattle and are driven by asset deterioration and criticality. Race and Social Justice Toolkits will be implemented at the planning level of projects.

18c. Wastewater Pump Stations, Force Mains, and CSO Outfall Rehabilitation

Part 1. Summary of the investment

This investment update increases funding for the pump station, force main, and rehabilitation capital programs and maintains current funding for the combine sewer outfalls (CSO) rehabilitation program 2021-2026.

SPU's historically low investment in asset rehabilitation has resulted in a significant number of facilities and pipes that are at risk of failure and need to be addressed. Facility evaluations indicate that the current investment level is not enough to support the long-term health and sustainability of the pump station and force mains in service. Under the current plan, we are likely to experience more facility failures or force main failures which lead to overflows, impacts to public health and safety, and risk SPU's ability to meet regulatory requirements.

Sewer Pump Stations and Force Mains:

This program includes all spending to rehabilitate and replace assets at SPU's sewer pump stations and their associated force mains. Force mains are pipes that convey flow under pressure from the discharge side of a pump to the gravity system downstream. The current funding levels reflected in the 2018-2023 Strategic Business Plan have allowed SPU to make significant improvements to the pump station and force main assets. This funding level will allow for all non-airlift pump stations to be rehabilitated (replacing assets in kind) by 2040-2050. However, this funding level is not enough to replace airlifts on a desirable replacement rate. In addition, some larger more complex force main replacements will need additional funding in the later years (2023-2026). In addition to the six-year CIP discussed in the Strategic Business Plan, SPU has performed long term investment projections for this asset class which shows we are making sustainable levels of investment to prevent a bow wave of deferred maintenance activities in the future.

Outfall Program:

This program includes all capital spending to rehabilitate and replace SPU's CSO outfalls, which are the relief pipes where stormwater and sewage discharge to receiving waters during heavy rain. Funding levels will need to

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increase for outfalls to replace or repair two outfalls a year, which is anticipated to address deficient outfalls moving forward.

Part 2. Targeted Commitments and Performance Measures (Next Three Years)

Sewer Pump Stations and Force Mains

Targeted Commitments	Performance Metrics	Definition of Success
Reduce and eliminate	Number of pump stations retrofitted	6 pump stations by 2023
backlog of high-risk	Force mains replaced	3 force mains by 2023
degraded assets by		
2040		

Outfall Program

Targeted Commitments	Performance Metrics	Definition of Success
Reduce and	Number of CSO outfall cleaned or	Clean 4 outfalls and replace/rehab 1 outfall
eliminate increased risk	rehabilitated	by 2023
of SSO's due to degraded		
outfalls		

Part 3. Financial Summary

Program Title	Expansi	Expansion of rehabilitation of pump stations, CSO outfalls					
Project Name	Pump St	Pump Station, Force Main and CSO Outfall Capital Programs					
(\$000's)		PUN	ЛР STATIC	NS AND I	ORCE MA	AINS	
	2021	2022	2023	2024	2025	2026	TOTAL
Baseline O&M	_	_	_	_	_	_	_
Baseline Capital	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$18,000
Total Baseline	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$18,000
O&M Increase	_	_	_	_	_	_	_
Capital Increase	\$4,200	\$7,200	\$4,400	\$4,200	\$4,400	\$5,600	\$30,000
Total	\$7,200	\$10,200	\$7,400	\$7,200	\$7,400	\$8,600	\$48,000
FTEs Added/Changed	_	_	_	_	_	_	_
			CS	O OUTFAI	_LS		
Baseline O&M	\$500	\$500	\$500	\$500	\$500	\$500	\$3,000
O&M Increase	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$6,000
Total	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$9,000
FTEs Added/Changed	_	_	_	_	_	_	_

Part 4. Capacity Plan to Deliver (Existing/Expanding Capital Only)

Use existing internal staff and supplement staff resource limitations through on-call consultant support.

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Part 5. Alternatives Considered

Each project proposed as part of the sewer pump station and force main program goes through an option analysis and collaborative scoping process to evaluate the appropriate project scope while "future proofing" the facilities to accommodate future capacity and operational needs. Generally, these projects are based on bringing the facilities up to code and replacing failing or substandard assets so that the facilities will perform effectively throughout an industry standard asset management lifecycle.

- Pump station and force main rehabilitation program work is prioritized based on risk and criticality. Lower priority work is not funded until high priority work is completed.
- Prioritization of and impacts to other programs and projects were not considered in the development of this SBP initiative.

There are no implications associated with this program to equity, race, and social justice. These improvements will be spread throughout the City of Seattle and are driven by asset deterioration and criticality. Race and Social Justice Toolkits will be implemented at the planning level of projects.

Community Research and Outreach Summary

Purpose

Seattle Public Utilities (SPU) conducted research and community outreach to engage and learn from customers and community members as part of the 2021-2026 Strategic Business Plan (plan) process.

Insights gleaned will help the utility better understand customer and community perspectives and plan for the future. More specifically, this work will inform content and language in the plan, ongoing SPU service delivery, and engagement with customers and the community.

The research and outreach process had several important, defining characteristics:

- Purposeful and respectful of people's time and opinions: Community members and customers
 are often asked to share their opinions, but rarely know how their feedback is used (if at all). To
 demonstrate respect for people's time and input, research and outreach tools were kept brief
 and made accessible.
- Inclusive: Recognizing that typical research and public input tools often underrepresent segments of the population, SPU made a deliberate effort to be inclusive in its outreach. The Environmental Justice and Service Equity Division, with the help of Department of Neighborhoods community liaisons, took purposeful steps to better reach historically underserved and non-English speaking communities.
- Multi-pronged: Customers, community members, businesses, and SPU employees had multiple
 opportunities to provide input: through the careful 'mining' of existing research, business
 interviews, an online survey, hard copy/translated surveys, the SPU website, social media,
 meetings with community leaders, and interaction at events.
- Efficient and adaptive: The research and engagement teams were mindful of utility and community investments (time, resources, and focus) and made sure outreach was strategic, concise, convenient, and valuable. Due to the ongoing COVID-19 pandemic, outreach efforts had to adapt to changing circumstances.

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About this Summary

This is a high-level summary of the research and outreach effort. Detailed reports are available describing each component in more detail.

Overview

Research and outreach included four distinct efforts: background research (Voice of the Customer research), interviews with businesses, an online survey, and community outreach¹.



Voice of the Customer Research

Voice of the Customer research (VOC) is a comprehensive review of 28 research studies commissioned by SPU and others to better understand residential and business customer experiences, opinions, and preferences as well as employee perspectives. Source material included Seattle and regional surveys, interviews, and focus groups. The VOC research 'mined' the voluminous body of existing research to extract strategic information that would benefit the strategic planning process. A priority was placed on understanding customer satisfaction and examining whether the utility's goals and values align with that of SPU customers.

The VOC work was foundational and led to the utility identifying five key questions for further study:

- 1. How satisfied are you with SPU services (drinking water; garbage; recycling and composting; sewer; and drainage and flood prevention)?
- 2. How satisfied are you with the overall cost and value of SPU services?
- 3. What improvements would you like SPU to focus on in the next five years?
- 4. What are the biggest water and waste management challenges facing Seattle in the next 20 years?
- 5. How can we work together to address these challenges?

These key questions were explored through business interviews, an online survey of employees and the public, and community outreach.

¹ In addition to these components, extensive employee engagement also took place. While employee perspectives were captured through Voice of the Customer (VOC) and survey research efforts, additional details about engagement efforts (e.g., workshops) are reported separately.

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Business Interviews

SPU commissioned a strategic communications and research firm (Cocker Fennessy) to conduct confidential interviews with business leaders representing a range of industries, and business sizes and sectors. Cocker Fennessy worked closely with SPU to develop the qualitative research approach and identify and refine the interviewee list and discussion guide. Cocker Fennessy's research staff conducted the confidential interviews from November 15 to December 12, 2019. The interviews revealed business perspectives and experiences, filled knowledge gaps, and identified potential areas for partnership and improvement. Interviews were 45 to 60 minutes long and were conducted over the phone or in-person, depending on respondents' preferences. A total of 34 businesses were invited to participate in the research and 19 interviews were completed.

Survey

SPU also partnered with Cocker Fennessy to develop, implement, and analyze a brief online survey to better understand customer and employee opinions regarding SPU services, areas of improvement, challenges, and partnership opportunities. The survey was programmed and hosted via SurveyMonkey and fielded December 3, 2019 to April 15, 2020. People were invited to answer the survey through a variety of channels (SPU website; emails; e-news; social media including Facebook and Next Door²; and through partnerships with community groups and Department of Neighborhoods liaisons). The primary mode of data collection was an online survey (in English). Translated copies of the survey were made available in Spanish, Chinese, Vietnamese, and Somali. In person and paper responses to the survey are captured in the 'community outreach' report. In total, 944 people responded to the online survey.

Community Outreach

SPU prioritizes and values hearing all community voices. Building lasting relationships and creating authentic, quality opportunities for communication with communities is critical to our shared success.

The community engagement conducted in support of the plan gathered public input and engaged historically underrepresented and often underserved populations. SPU's Environmental Justice and Service Equity Division (EJSE) led the community engagement work and partnered with Department of Neighborhoods liaisons for implementation. Community outreach was inclusive and conducted through the promotion of the online (and hard copy) survey; administration of surveys in Spanish, Chinese, Vietnamese, and Somali; connecting with people through trusted community liaisons; interviews with community leaders; and meeting people where they are by visiting community centers, events, markets, social media, etc.

Through this outreach, SPU achieved: 40 community interviews with diverse communities, 82,378 Facebook impressions, and more than 944 completed surveys.

² Promoted the survey in 213 neighborhoods on NextDoor with 206,722 verified residents.

Key Themes and Findings

Component	Description	Key Themes/Findings
Voice of the Customer Research	Comprehensive review of research studies commissioned by SPU and others to better understand residential and business customer experiences, opinions, and preferences as well as employee perspectives	 High satisfaction with SPU services and desire for continued investment in services and infrastructure. Affordability of rates, rate predictability, cutting costs, and finding efficiencies are concerns. Finding technologies to improve service, costs, and safety are highly important. Environmental leadership is a regional value and source of pride. Addressing climate change is strongly supported but customers don't know SPU's role. People need help understanding how to recycle and compost. Addressing the root causes of waste is also desired. Economic opportunity and environmental health are not universal experiences. Reaching traditionally underserved communities will require intention, in-language communication, cultural relevancy, and authentic partnerships. Residents and city employees believe ending racial inequity is a government responsibility that must be prioritized. Businesses appreciate opportunities to save money and desire streamlined processes and communication. Developers/businesses need to receive tangible benefits from green approaches and desire partnerships over enforcement. There's an opportunity to reach people by focusing on how we can work together to sustain this special place.
Business Interviews	Conducted 19 confidential interviews with business leaders representing a range of industries, and business sizes and sectors to gather input on issues pertinent to the plan	 Interview recruitment was challenging—many lacked a relationship with SPU or belief that engagement would benefit them. SPU is primarily seen as a service provider. Some also see the utility as a policy-setter and enforcer. SPU is credited with providing safe, high quality, and reliable drinking water. Feelings about drainage and sewer were more mixed. Feedback on garbage/waste was more critical. Issues with contractors were mentioned. Illegal dumping and graffiti are problematic in some neighborhoods and mentioned frequently by Business Improvement Area interviewees. Many feel SPU is easier to work with once you have a personal relationship with a staff person. Business and community engagement could be improved through regular and early communication, particularly on policy issues. Effective partnerships require understanding, relationship building, and flexibility.
Community Outreach	Gathered public input and engaged historically underrepresented and often underserved populations on SPU's 5 key questions	 High awareness/appreciation of water service. Concerns about drainage and flooding and waste services. Identified barriers to effective engagement (trust, language, awareness/knowledge). Strong concerns about affordability. Recognition of significant future challenges (growth, climate, infrastructure). Need for improvements around community engagement and communications.
Online Survey	Fielded a broad-based online survey of customers and employees to inform the plan, ongoing service delivery, and customer engagement	 SPU services (water, drainage and wastewater, and solid waste) are viewed as essential and are valued. All SPU services are favorably rated; but water receives the highest ratings. Significant 'neutral' responses to questions about the utility and its services are areas for additional exploration. Respondents would most like to see SPU focus on aging infrastructure, affordability, service equity, and waste/plastics/toxics. The top challenges for the utility are sustainable waste practices, aging infrastructure, climate change, and population growth. Outreach could be improved through better/simple communications, education, equity, translations, and more community engagement.

Considerations and Opportunities

The insights gleaned from plan research and outreach raise some issues for further consideration and potential opportunity areas. Specifically:

- 1. How can we ensure that insights from outreach and research are shared effectively within the utility and used to inform service delivery and future outreach?
- 2. How can we close the feedback loop with the community, sharing results of this and other research and outreach?
- 3. Are there opportunities to receive more focused input (e.g., COVID-19 recovery opportunities) during the extended planning period?
- 4. How can research and outreach be coordinated across SPU's lines of business to minimize fatigue/lack of participation? Should we create community or consumer opt-in lists to regularly check in with our customer-owners? Are there internal SPU processes that could be developed to ensure better coordination?
- 5. What are SPU's goals for building relationships with different customer types? What is SPU willing/able to do to build truly effective relationships and partnerships?
- 6. What will future SPU research and outreach look like as we recover from the pandemic? Even with vaccinations, recurrences are likely and ongoing physical distancing practices may be required. How can we adapt to the new normal?

Additional Resources

The following detailed research and outreach summaries are available:

- Voice of the Customer Research Report (November 2019)
 - o VOC Themes Presentation/Summary (November 2019)
- Business Interview Report (January 2020)
- Community Outreach Report (May 2020)
 - o Facebook Ad Recap Review
- Online Survey Report (May 2020)
 - Survey Data File with Verbatim Reponses
 - o Facebook Ad Recap Review
- Employee/workshop material/summaries

Financial Forecast

Key Rate Drivers

The rate paths for each fund contain key assumptions regarding debt issuances, capital accomplishment, consumption, and the Utility Discount Program. Below is a summary matrix of the primary assumptions. Each fund has additional assumptions that are unique to its structure, which are explored in the following sections.

Overall, the utility is anticipating continued declines in all services - residential-, commercial-, and developer-related - into 2021 as the area and economy weather the impacts of COVID-19. Simultaneously, increases in the Utility Discount Program are anticipated and have already materialized in 2020. The following table highlights key assumptions over the six-year period.

Proposed Strategic Business Plan Rate Path

		Rate Path			Rate Forecast		
	2021	2022	2023	2024	2025	2026	Average
Water	0.0%	2.7%	4.7%	3.6%	4.2%	5.5%	3.4%
Wastewater	7.3%	3.1%	5.9%	0.5%	7.8%	3.6%	4.7%
Drainage	7.4%	8.6%	7.2%	3.9%	6.5%	6.7%	6.7%
Solid Waste	2.9%	2.9%	2.2%	2.3%	2.1%	2.1%	2.4%
Combined	4.5%	3.9%	5.0%	2.2%	5.4%	4.2%	4.2%

Approved rate legislation currently in effect

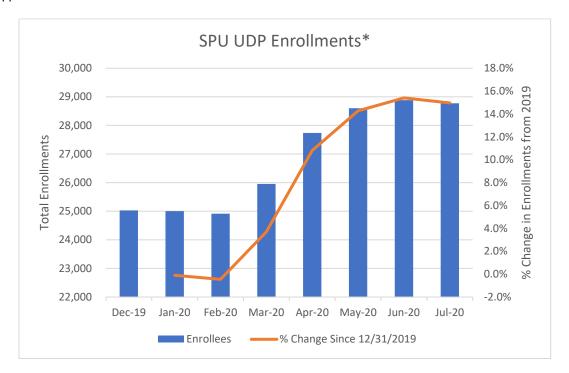
	Water	Drainage & Wastewater	Solid Waste
Average Interest Rate on Bonds	2021: 4.5%	2021: 4.5%	No planned debt
	2022: 5.0%	2022: 5.0%	issuances
	2023-2026: 5.0%	2023-2026: 5.0%	
Capital Accomplishment Rate	85%	85%*	90%
Consumption	Residential: -5.3%	Residential: -5%	Residential: -1%
	Commercial: -0.1%	Commercial: -7%	Commercial: -15%
			Transfer Stations: -5%
Utility Discount Program Accounts	2021: +3,000	2021: +3,000	2021: +3,000

^{*}Drainage & Wastewater fund accomplishment rate is 85% for all projects except for the Ship Canal project, which is at a 95% accomplishment rate.

Utility Discount Program

The City of Seattle has one of the most robust Utility Discount Programs (UDP) in the country. SPU provides a 50 percent credit on all qualifying customer bills. Recent modifications have expanded outreach to include an autoenroll program, which was extended to the end of 2020. The utility also supports an Emergency Assistance Program (EAP) that has been modified to provide relief for up to 50 percent of the bill two times per year instead of one, for qualifying individuals. For more information about the UDP and EAP programs, please visit our website. The chart that follows provides monthly enrollment year-to-date for 2020.

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Seattle Public Utilities Funds

The following sections go into detail for each individual fund. All three funds entered 2020 in a healthy financial position, which is anticipated to allow them to weather the economic impacts over the course of the SBP period.

Water Fund

Water Fund rate projections are anticipated to increase an average of 3.4 percent per year during the period of 2021-2026. The projected average rate increase for the first three years of the SBP is 2.4 percent (including zero percent in 2021); the average increase over the second half of the SBP is 4.4 percent.

During the six-year plan, operational expenses are projected to increase between four and six percent per year. Non-rate revenues and cash reserves help offset the above-inflation cost increases. In addition, in 2023 the last payments related to the 1993 bond issue will be made. As a result, currently scheduled debt payments will be lower by \$9M in 2024.

Key Rate Drivers

The key rate driver for the Water Fund is increasing operational expense (O&M). Debt service coverage is the binding constraint, or the financial policy that is just met, for the rate period. Debt service coverage is a calculation that estimates the utility's ability to cover debt payments. The Water Fund's policy target is 1.7x debt service coverage. While debt service coverage is the binding constraint, debt service payments are projected to be relatively flat until 2026. Currently scheduled debt payments are scheduled to decline as debt originated in the early 1990s is fully retired. New debt payments are projected to be roughly equal to retired debt payments until 2026. As a result, rate increases are driven by increases in O&M, not debt service.

Revenue and Expenditure Assumptions

2021-2026 SBP	2021	2022	2023	2024	2025	2026
Total Retail Rate Revenue (\$M)	215.4	225.1	235.5	243.2	252.7	265.7
Annual Change	1.5%	4.5%	4.6%	3.3%	3.9%	5.2%
Retail Consumption (M CCF)	26.4	26.4	26.3	26.2	26.0	25.9
Annual Change	-0.3%	-0.2%	-0.3%	-0.5%	-0.5%	-0.5%
Annual Rate Increase	0.0%	2.7%	4.7%	3.6%	4.2%	5.5%
Retail Rate Revenue (\$M)	215.4	225.1	235.5	243.2	252.7	265.7
Debt Service (\$M)	85.7	88.5	92.3	88.2	93.8	99.3
O&M incl. Taxes (\$M)	185.8	195.1	202.9	212.3	224.4	235.5
Cash-to-CIP (\$M)	39.1	39.9	25.5	35.6	25.9	25.5
Less: Wholesale Revenue (\$M)	(52.2)	(52.4)	(54.3)	(63.1)	(61.4)	(62.7)
Other Net Expense / (Revenue)	(43.0)	(46.0)	(31.0)	(29.8)	(30.1)	(31.9)

^{*}Other Net Expense/Revenue include taps and capital contributions, other non-operating income, miscellaneous charges, and changes in cash balance.

Risks and Watch Areas for Rate Path

For the Water Fund, the most likely risks are poor summer weather and a prolonged recession. Long-term risks include climate change and seismic events.

A new risk to utility rates is the continued shift towards working-at-home. Many workers in Seattle do not live in Seattle. As fewer people commute into the city each day, water use in the retail area will decline. The size of this risk is difficult to estimate as the work from home trend only recently began, and current economic conditions are also depressing consumption.

Financial Indicators

The Water Fund is expected to meet or exceed all financial policy targets during the SBP period.

(\$ in millions)	2021	2022	2023	2024	2025	2026
Debt Service Coverage	1.73	1.70	1.70	1.89	1.75	1.70
Net Income	33.5	33.1	35.4	40.4	32.9	34.1
Cash-to-CIP	38.1%	39.9%	24.6%	28.2%	24.3%	26.8%
Cash Balance	90.0	75.0	75.0	75.0	75.0	75.0
RSF Withdrawals/(Deposits)	0	0	0	0	0	0
Bond Issues	100.6	71.5	91.2	98.6	151.9	0
Debt Service	85.7	88.5	92.3	88.2	93.8	99.3
Consumption (ccf, millions)	26.4	26.4	26.3	26.2	26.0	25.9

Drainage & Wastewater Fund (DWF)

DWF receives revenue from two separate sets of rates. Wastewater rates are projected to increase an average of 4.7 percent per year during the period of 2021-2026. The projected average rate increase for the first 3 years of the SBP is 5.4 percent; the average increase over the second half of the SBP is 4.0 percent. Drainage rates are projected to increase an average of 6.7 percent per year during the period of 2021-2026. The projected average rate increase for the first 3 years of the SBP is 7.7 percent; the average increase over the second half of the SBP is 5.7 percent.

Cash is being used to reduce the rate path over the next few years. This cash is the product of unspent capital funds, lower than projected O&M expenditures, and surplus revenues generated by higher-than-expected demand. The specific use of this cash is to offset the consent-decree driven spike in the DWF capital program, keeping the fund's periodic debt issuance related rate increases closer to a steady, long-term baseline. Because the cash is being used to offset the investment spike, as opposed to offset baseline investment or to pay for current O&M expenses, there is no bow-wave effect on rates, which would be the case when, for example, expenses increase annually and steadily but rate increases are held flat.

Key Rate Drivers

The key rate driver for the DWF is increasing capital investment necessitated by consent decree programs. To offset the investment cost spike these programs are creating, the DWF will spend down operating cash to 80 days of operating cash on hand, a level that, through consultation with SPU's financial advisors, was deemed adequate to defend the fund's bond ratings and inexpensive access to capital. Through 2026, 80 days of operating cash is roughly \$100 million, and this becomes the binding constraint, or the financial policy that is just met, for the SBP period.

Revenue and Expenditure Assumptions

2021-2026 SBP	2021	2022	2023	2024	2025	2026
Wastewater Rate Revenue (\$M)	345.4	357.0	377.7	379.7	408.9	423.3
Annual Change	10.1%	3.4%	5.8%	0.6%	7.7%	3.5%
Consumption (M CCF)	21.2	21.2	21.2	21.2	21.2	21.2
Annual Change	2.6%	0.3%	-0.1%	0.1%	-0.1%	0.0%
Annual Rate Increase	7.3%	3.1%	5.9%	0.5%	7.8%	3.6%
Drainage Rate Revenue (\$M)	164.9	178.2	192.1	199.6	212.6	225.7
Annual Rate Increase	7.4%	8.6%	7.2%	3.9%	6.5%	6.7%
Retail Rate Revenue (\$M)	510.3	536.2	569.7	579.4	621.5	649.0
Debt Service (\$M)	70.7	73.9	77.9	84.8	92.4	104.0
O&M incl. Taxes (\$M)	217.5	227.2	239.7	250.2	270.4	281.4
Treatment (\$M)	178.6	188.2	208.4	209.7	232.2	233.7
Cash-to-CIP (\$M)	111.4	105.3	75.8	66.5	38.6	42.6
King County Treatment Rate ¹	4.5%	4.5%	10.3%	0%	10.3%	0%

¹ King County Treatment Rate: 2021 is adopted; 2022 – 2026 are based on County projections.

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Risks and Watch Areas for Rate Path

For the DWF, the most likely risks are capital project cost overruns, increased interest rates, and increases in King County treatment rates. The DWF has entered a period of intense capital investment, requiring the Fund to access capital markets frequently over the SBP period. As the economy recovers, interest rates are expected to rise, placing pressure on rates. Both wastewater and drainage rates have a treatment and system component. Treatment expense is the Fund's largest expenditure obligation. King County wastewater treatment rates are projected to have double digit rate increases during the SBP period as the County continues an intense capital program driven by asset management and regulatory requirements. Long-term risks include climate change and seismic events.

As discussed in the water section, a new risk to utility rates is the continued shift towards working-at-home. Sewer consumption is driven by metered water consumption and construction activity. Like the Water Fund, DWF is projecting reduced consumption and development in the city. The size of this risk is difficult to estimate as the work-from-home trend only recently began, and current economic conditions are also depressing consumption.

Financial Indicators

The DWF is expected to meet or exceed all financial policy targets during the SBP period.

(\$ in millions)	2021	2022	2023	2024	2025	2026
Debt Service Coverage	2.00	2.01	1.91	1.72	1.56	1.55
Net Income	48.0	57.4	60.8	57.7	48.6	40.6
Cash-to-CIP	53%	51%	43%	39%	25%	25%
Cash Balance	140.4	97.7	98.7	101.6	110.3	112.9
Bond Issues	87.1	54.5	74.5	96.4	116.2	128.1
Debt Service	70.7	73.9	77.9	84.8	92.4	104.0
Consumption (ccf, millions)	21.2	21.2	21.2	21.2	21.2	21.2

Solid Waste

Solid Waste Fund rates are projected to increase an average of 2.4 percent per year during the period of 2021-2026. The projected average rate increase for the first three years of the SBP is 3.0 percent and the average increase over the second half of the SBP is 2.2 percent. These rate increases are at or just slightly above inflation and are consistent with the annual increases in operational expense.

The SBP rate path considers the latest capital projects plan and the Solid Waste Fund has sufficient balances to cash fund all capital projects. This eliminates the need for bond issues and helps to reduce the rate path. The Solid Waste Fund does not anticipate a bow wave of rate increases in the future.

Key Rate Drivers

The key rate driver for the Solid Waste Fund is increasing operational expense (O&M). Debt service coverage is the binding constraint, or the financial policy that is just met, for the rate period. Debt service coverage is a calculation that estimates the utility's ability to cover debt payments. The Solid Waste Fund's policy target is 1.5x debt service coverage. While debt service coverage is the binding constraint, debt service payments are projected to be flat throughout the SBP period. There are no new debt issues projected, so rate increases are driven by increases in O&M expenditures.

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Revenue and Expenditure Assumptions

2021-2026 SBP	2021	2022	2023	2024	2025	2026
Total Retail Rate Revenue (\$M)	214.0	221.5	230.8	237.3	249.6	259.0
Annual Change	3.5%	4.2%	2.8%	3.2%	1.9%	3.8%
Annual Rate Increase ²	2.9%	2.9%	2.2%	2.3%	2.1%	2.1%
Retail Rate Revenue (\$M)	214.0	221.5	230.8	237.3	249.6	259.0
Debt Service (\$M)	15.4	15.4	15.4	15.4	15.4	15.4
O&M incl. Taxes (\$M)	202.7	214.1	219.9	224.9	233.0	243.8
Cash-to-CIP (\$M)	24.0	30.0	13.8	4.2	3.4	2.2
Other Net Expense / (Revenue)	(20.7)	(28.9)	(11.9)	0.2	(2.4)	(2.6)

^{*}Other Net Expense/(Revenue) non-operating income, miscellaneous charges, and changes in cash balance.

Risks and Watch Areas for Rate Path

For the Solid Waste Fund, potential risks include recession, market forces, and contract risk. Solid waste collections, processing, and transfer rely on contractors. There is risk during contract renewals and negotiations, as well as risk if contractors run into any issues that could impede their ability to provide services.

Market forces could drive risk for the Solid Waste Fund. Recycling markets and commodity revenues are subject to external economic forces. Creation of new services could require new solid waste facilities or additional contracting cost.

A new risk to utility rates is the continued shift towards working-at-home. Current conditions in 2020 have shown this translates to a decrease in commercial tonnage and revenues. The size of this risk is difficult to estimate as the work-from-home trend only recently began and the duration of this trend continuing is unknown.

Financial Indicators

The Solid Waste Fund is expected to meet or exceed all financial policy targets during the SBP period.

(\$ in millions)	2021	2022	2023	2024	2025	2026
Debt Service Coverage	1.72	1.65	1.68	1.59	1.70	1.51
Net Income	3.4	1.6	1.2	0	1.7	0
Cash-to-CIP	100%	100%	100%	100%	100%	100%
Cash Balance	58.5	40.2	40.0	48.1	58.6	67.4
RSF Withdrawals/(Deposits)	\$0	\$0	\$0	\$0	\$0	1.1
Debt Service	15.4	15.4	15.4	15.4	15.4	15.4

² Weighted annual rate increase to account for Solid Waste rates updating on April 1 of every year compared with January 1.

Appendix F

Fund Financial Policies

Metric	WF	DWF	SWF
Debt service coverage - Adopted	1.7x	1.8x	1.7X; 1.5X (less taxes)
- Internal	NA	2.0X; 1.5X (less taxes)	na
Debt-to-Asset Ratio	NA	<=70 percent	NA
Cash-financed CIP	20 percent over rate period; 15 percent minimum in a given year	25 percent minimum 4-yr rolling average	Greater of \$3.7 million or 10 percent of CIP
Net Income	Generally positive	Generally positive	Generally positive
Year-end cash balance - Adopted - Internal	One-month current year operating expense (\$12M) \$34M in 2021, increasing \$1M per year	One-month treatment expense (\$15M) 80 days operating cash (\$100M)	20 days contract expense (\$6M) 45 days operating cash (\$23M)
Variable Rate Debt	<=15 percent	<=15 percent	<=15 percent

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Bill Tables

The following tables project the typical monthly bill for the following average customers.

Typical Monthly Bill for a Single-Family House										
	2021	2022	2023	2024	2025	2026				
Water	\$46	\$47	\$49	\$51	\$53	\$56				
Wastewater	\$72	\$75	\$79	\$79	\$85	\$89				
Drainage	\$50	\$54	\$58	\$60	\$64	\$69				
Solid Waste	\$55	\$56	\$58	\$59	\$60	\$61				
Combined	\$223	\$232	\$244	\$250	\$263	\$275				
Monthly Change	\$15	\$9	\$12	\$6	\$13	\$12				

Typical Monthly Bill for a Multifamily Unit (Apartment Building)									
_	2021	2022	2023	2024	2025	2026			
Water	\$25	\$26	\$27	\$28	\$29	\$31			
Wastewater	\$65	\$67	\$71	\$71	\$77	\$80			
Drainage	\$9	\$10	\$11	\$11	\$12	\$13			
Solid Waste	\$28	\$29	\$30	\$30	\$31	\$32			
Combined	\$127	\$132	\$138	\$141	\$149	\$155			
Monthly Change	\$4	\$4	\$7	\$2	\$8	\$6			

Typical Monthly Bill for a Convenience Store						
_	2021	2022	2023	2024	2025	2026
Water	\$107	\$110	\$115	\$120	\$125	\$131
Wastewater	\$325	\$335	\$355	\$357	\$385	\$399
Drainage	\$121	\$131	\$140	\$146	\$155	\$166
Solid Waste	\$556	\$573	\$585	\$599	\$611	\$623
Combined	\$1,109	\$1,149	\$1,196	\$1,221	\$1,275	\$1,319
Monthly Change	\$38	\$40	\$47	\$25	\$55	\$44

Information in this table is for illustrative purposes. SPU bills water, wastewater and solid waste charges to property owners who may pass these costs to renters or tenants. Drainage charges are billed to customers on their King County property tax statements. Totals may vary due to rounding.

SPU's ACCOUNTABILITY AND AFFORDABILITY STRATEGIC PLAN

FINAL REPORT – June 2019





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Introduction

Seattle residents and businesses depend on essential utility services. Safe drinking water, effective sewer and drainage systems and reliable solid waste collection are critical to the health of the city and its people. Seattle Public Utilities (SPU) is responsible for providing these life-sustaining services and must do so affordably by being accountable, efficient and community-centered. This Accountability and Affordability plan (Plan) focuses on achieving these goals. Doing so aligns with SPU's adopted strategy of "Operational Excellence" by providing "reliable, affordable, efficient, and high-quality services to all customers."

Seattle is becoming increasingly unaffordable for many residents and businesses. Higher costs of services affect SPU's customers directly, particularly customers with the least ability to pay. In addition, the value that SPU provides to customers is not always clear which makes it important for SPU to demonstrate results for the dollars spent. Enhancing accountability and affordability is critical to SPU's long-term success and this Plan includes specific strategies and actions for improving both.

Affordability focuses on "ability to pay." For SPU, this means providing essential services and providing pricing and assistance to customers that ensure everyone has the service they need. This pricing is often constrained by the need to maintain infrastructure, encourage conservation, protect the environment, and protect public health. Ensuring affordability includes strategies for reducing costs, increasing productivity and efficiency, investing in assets that have multiple benefits, removing barriers to service access, and fully using systems and organizational capacity, both in the short and long-term.

SPU's commitment to affordability extends beyond rates and includes planning and implementation of utility policies, services, projects and programs. SPU explicitly plans and responds to the ways in which lower income customers might access and be impacted by all SPU business. This requires dialogue and understanding of how utility practices are neutral, help or hinder affordability. Understanding and taking actionable steps is critical in realizing SPU's goals to be affordable and community centered.

Accountability focuses on how SPU demonstrates results. For a utility with many stakeholders and customers, this means people and organizations understand how resources are being spent, the value for investments is clearly demonstrated and transparent, and the utility takes action and makes progress on the long-range goals of the community. Ensuring accountability includes strategies for measuring and demonstrating results, engaging customers and stakeholders in identifying and implementing investments, being fair and equitable, and being responsive to the day to day essential needs of the community.

How we work matters. This Plan focuses on how SPU delivers capital projects, ensures access to services, partners with organizations, and conducts other business practices. The utility must continuously take a hard look at how it operates and assess ways to improve service, provide better value, and focus in a sustained and disciplined way on accountability and affordability. This Plan builds on strong practices within SPU and emphasizes work to be done through six practice areas of strategies and actions:

1. Capital Planning and Delivery. Increase the speed and efficiency of planning and delivering of capital improvement projects while maximizing community value.

- 2. **Efficiency and Improvement.** Develop a culture of continuous improvement to enhance value to our customers and improve efficiency and performance.
- **3. Customer Assistance.** Focus on the affordability of SPU's services, with a special (but not sole) focus on the needs of low-income customers, and the portfolio of assistance programs and tools that can be strategically deployed to meet the needs of diverse customers.
- **4. Partnership Opportunities.** Improve SPU's ability to partner with organizations, institutions, and companies to leverage broader benefits, reduce costs, share risks, and improve outcomes for the communities that we serve.
- 5. **Regulatory Alignment.** Reduce the cost and risk of meeting regulatory demands while ensuring public health and safety, environmental protection, a vibrant local economy and social equity outcomes.
- **6. Budgeting and Financial Management.** Streamline and integrate budget and financial planning practices and align investments with the long-range strategic goals of SPU and the community.

Responsive to Council's Direction. City Council initiated this Plan in 2017. Resolution 31760, which approved SPU's 2018-2023 Strategic Business Plan Update calls for SPU to prepare an accountability and affordability strategic plan focused on managing future rate increases and corporate performance for inclusion in the 2021-2026 Plan Update.

An Immediately Actionable Plan. The strategies and actions included in the Plan are based on the work of a cross functional SPU core team and more than 150 participants and subject matter experts. Work was conducted over an eight-month period through more than 20 work sessions and in concert with SPU Executive leadership. SPU's customer review panel provided review and feedback on the recommendations of the report. Building the plan collaboratively with people doing the work helps ensure buy-in, understanding, and commitment to move forward on the recommendations which improves SPU's chances of success.

The strategies and actions set forth are both ambitious and pragmatic. For example, SPU plans to substantially improve the speed and effectiveness of the capital planning and delivery program. This is a significant undertaking impacting a \$1.5 billion, six-year capital program and the work of hundreds of SPU team members. The gain for the community has greater significance – by engaging in this important work SPU will deliver more value more quickly and the impact will be tangible.

"Go First Actions" and moving forward. Each practice area and strategy identify one or more actions that will advance efforts over the next one to two years. Overall, the strategies and actions will be implemented over the next five years and the plan will be updated in conjunction with future Strategic Business Plan updates every three years.

The Plan includes 12 strategies and 47 tangible actions for moving forward. Work has already begun on eight of the actions and implementation of an additional 25 actions will occur in 2019 and 2020. In addition, SPU will report on the progress of the Plan every six months in conjunction with updates on the 2018-2023 Strategic Business Plan implementation progress.

AT A GLANCE: Accountability and Affordability Strategies and Actions

This "At a Glance" section provides all strategies and actions contained in the plan in this report. More detailed information on each strategy and action, along with background and purpose, can be found starting on page 9.



Go First Action: SPU identified these actions as the immediate next step that will be accomplished in the next 1-2 years.

Capital Planning and Delivery

Why is this practice area important? Capital projects and financial policies account for approximately 25% of the total 2018-2023 SPU utility rate. Improvement and changes to the planning, speed and delivery of this large capital program can have significant effects on the affordability of SPU's rate to customers and the beneficial impact of SPU projects.

Strategy 1: Capital Planning. Coordinate capital planning across LOBs and across other City departments to maximize potential for community value.



Action 1A. Improve capital planning coordination by regularly convening SPU branches to identify planned capital improvements within common geographic locations.



Action 1B. Integrate planning across the Drainage and Wastewater LOB to identify future investments that provide the greatest community and environmental benefits.



Action 1C. Develop Drainage and Wastewater capital planning guidance to consistently value multiple community and environmental benefits in CIP options analysis.

Action 1D. Apply guidance and lessons learned from the drainage and wastewater LOB work in B and C to all lines of business.

Action 1E. Integrate standard portfolio project management practices into the development and monitoring of the CIP such as strategic prioritization across LOBs and portfolio performance and risk analysis.

Action 1F. Partner with SDOT to identify opportunities for improved coordination and delivery of capital projects.

Strategy 2: Capital Delivery. Improve capital project delivery by reducing project costs, accelerating project delivery, and providing multiple community benefits. Focus the stage gate process to provide customer value through streamlined and cost-effective decision making that requires the minimally optimal analysis to supports life cycle cost evaluation and strategic priorities.



Action 2A. Streamline the project approval process to reduce decision cycle times and better align delegation of approval authority (decisions made at the right level).



Action 2B. Incorporate reprioritization and elimination of stalled or lower priority projects into capital monitoring practices.



Action 2C. Improve the efficiency of capital project management by eliminating duplication of project management systems and activities.



Action 2D. Review and streamline capital project options analyses leading to stage gate 2 to reduce cycle times and project costs.



Action 2E. Revamp the Asset Management Committee (AMC) review process.



Action 2F. Transition to the use of portfolio reserves and/or pooled risk reserves to reduce the total dollar amount of management reserves.



Action 2G. Reduce total cycle time in the procurement full solicitation process.

Action 2H. Better incorporate operational considerations into capital project development and review.

Strategy 3: Capital Reporting and Transparency. Improve the transparency and accountability of project delivery through improved financial data and reporting, and responsive customer service (LOBs as customers).



Action 3A. Make available and use actionable data on a quarterly basis to identify project risks and issues early on so that adjustments can be made in a timely fashion.



Action 3B. Improve PPM (SPU's enterprise project management system) so that LOBs and management can easily find the information they need.

Efficiency & Improvement

Why is this practice area important? The strategies and actions of this practice area are intended to slow the growth in SPU's rate path by identifying and taking action on hundreds of small and large opportunities for improving service to the customer and reducing non-value-added activities and cost in SPU's work. Examples of non-value-added activities include "waste in process" such as having large inventories of parts, equipment downtime or being unavailable when teams are ready to work, and fixing the same problem twice. Focusing on work in this way not only improves efficiency and productivity; when done well, and in an engaged and respectful way with team members, it can improve employee engagement and job satisfaction.

Strategy 1: Improvement and Efficiencies. Develop a culture of continuous improvement to enhance value to our customers and improve efficiency and performance.



Action 1A. Practice and Learn Lean Problem Solving. Pilot lean problem solving within the Drainage and Wastewater (DWW) Branch.



Action 1B. Identify and resource stalled or incomplete improvements.



Action 1C. Plan for and sustain improvement across SPU. Integrate improvement planning and measurement into strategic and business planning.

Action 1D. Systematically identify and take action on improvements across SPU.

Customer Assistance

Why is this practice area important? The Customer Assistance Practice Area is focused on the affordability of SPU's services, with a special (but not sole) focus on the needs of low-income customers. This area targets

programs and tools SPU has or could develop to more effectively meet affordability needs of our diverse customers.

Strategy 1: Align Efforts to Community Need. Prioritize and align Customer Assistance efforts and resources towards meeting the needs of the community and improving impact.



Action 1A. Perform rigorous affordability analysis when affordability metrics are finalized.



Action 1B. Conduct Pilot Program to Prevent Service Shut-offs for UDP Customers.



Action 1C. Explore income eligibility alignment with other City of Seattle and King County assistance programs.

Action 1D. Explore ways to support the affordability of side-sewer and other costly private infrastructure repair costs for homeowners.



Action 1E. Provide greater benefit to the customer in cases of unforeseen leaks.

Strategy 2: Increase access to and participation in existing affordability programs.



Action 2A. Identify legal and operational barriers and options for transferring SPU UDP credits at SCL to SPU to prevent a water shut-off action.



Action 2B. Launch Web-Based Application Form for UDP and EAP



Action 2C. Targeted enrollment and cross-enrollment efforts for UDP, including a self-certification pilot program.



Action 2D. Expand Access to Emergency Assistance

Partnership Opportunities

Why is this practice area important? Partnerships are a primary vehicle for centering SPU's work on the needs of the communities the utility serves and for driving innovation, building capacity in the community and leveraging a broader set of benefits than what the Utility can provide on its own.

Strategy 1: Develop an SPU culture that nurtures innovation, extending existing and developing new partnerships across all branches to expand the value and reach of SPU investments for the communities we serve.



Action 1A. Create a community of practice to share and learn from each other and build capacity within SPU.

Action 1B. Identify, prioritize, and remove organizational barriers to partnering.

Action 1C. Focus partnerships on demonstrating qualitative and/or quantitative impacts and provide routine opportunity to capture and communicate their stories, value and outcomes.



Action 1D. Build partnership capacity in the communities SPU serves and identify and expand opportunities for partnerships with private and community organizations to improve health and environmental outcomes.

Regulatory Alignment

Why is this practice area important? SPU's regulatory costs are significant and are ultimately paid for by customers. For example, SPU's 2018-2023 Capital Improvement Program (CIP) is \$1.5 billion and \$0.7 billion (45%) is dedicated to regulatory compliance projects such as the Ship Canal Water Quality project.

Strategy 1: Regulatory Alignment. Align to Community Need and Impact. Prioritize and align SPU regulatory resources towards meeting the needs of the community, improving impact and "least cost" regulatory action.



Action 1A. Develop a unified federal and state legislative agenda that focuses efforts on proactively improving the environment, public health, social equity, and the local economy.

Action 1B. Develop a utility agenda for external engagement and influence that benefits the entire enterprise.

Action 1C. Develop risk and cost reduction measures for select areas of regulatory influence.

Strategy 2: Regulatory Alignment Move from Prescriptive to Performance. Move from prescriptive to performance-based regulations to reduce or avoid costs, share or reduce risk, and/or enhance community outcomes.



Action 2A. Seek to build performance based regulatory practices that adjust to meet the intended outcome into the combined sewer overflow (CSO) consent decree.

Action 2B. Take action on promising areas where SPU is regulated or the regulator that might be influenced to move from a prescriptive to a performance-based approach.



Action 2C. Collaborate with other city and local agencies to develop a list of regulations where there are potential efficiencies.

Budget and Financial Management

Why is this practice area important? Seattle Public Utilities is financially and operationally complex, spending over \$1 billion annually to deliver drinking water, sewage transport, stormwater conveyance and treatment and garbage and recycling services across Seattle and parts of the region. The size and complexity of the organization requires strong financial management to maintain the lowest cost of service while providing value to customers.

Strategy 1: Review SPU financial policies; provide options focused on risk, affordability, and investment.



Action 1A. Perform a comprehensive update of SPU's financial policies.



Action 1B. Assess and make recommendations on reserves/emergency reserves.

Strategy 2: Revamp the SPU budget process to be driven by strategy, priority, and customer needs.



Action 2A. Advocate with the City Budget Office to pilot biennial budgeting with Seattle Public Utilities.



Action 2B. Pilot the development of a flexible rate model that integrates affordability criteria into rate development.

Action 2C. Develop a standard integrated enterprise approach to prioritization, improvements and efficiencies.

Strategy 3: Enhance financial and performance monitoring to better inform budgeting and financial planning.



Action 3A. Pilot quarterly enhanced financial monitoring to increase transparency, integrate risk, and improve financial planning.



Action 3B. Provide core/simple financial information on capital and operations and maintenance more frequently and broadly, making the data useful, accessible and actionable for managers.

Action 3C. Pilot the use of organizational capacity analysis and staffing forecast tools.

Practice Area: Capital Planning and Delivery

Increase the speed and efficiency of planning and delivering of capital improvement projects while maximizing community value.

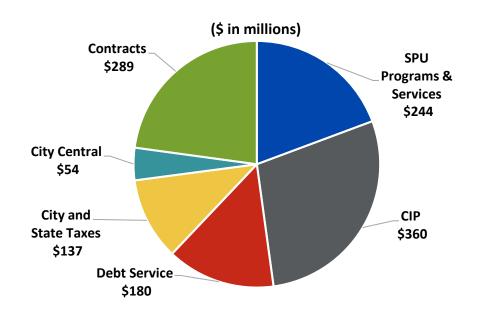
What is this practice area about and why is it important?

Seattle Public Utilities stewards a citywide and regional system of community capital assets which delivers essential drinking water, sewage transport, stormwater conveyance and treatment and garbage and recycling services. To support these services, SPU plans and delivers capital infrastructure projects to provide customers with reliable and enhanced delivery and protect human and environmental health.

Capital projects and financial policies account for approximately 25% of the total 2018-2023 SPU utility rate. Improvement and changes to the planning, speed and delivery of this large capital program can have significant effects on the affordability of SPU's rate to customers and the beneficial impact of SPU projects. SPU engaged practitioners from across the utility to better understand how the utility might:

- improve the process of planning & delivering capital projects;
- better address capital project portfolio risk while minimizing costs;
- improve the transparency of capital project delivery for customers; and
- provide the most equitable benefits to communities and neighborhoods.

In 2019, 27% of annual spending for SPU was allocated to the CIP. Evaluating the area of capital delivery is an important part of finding ways to keep our services affordable to our ratepayers. Below is a chart showing SPU's adopted budget for 2019.



What is the current state of capital planning and delivery in SPU?

Improving upon a foundation of strong capital project management. SPU has a large capital portfolio and a structured system for planning, delivering, and managing capital assets. In general, each line of business (LOB) - Solid Waste, Drainage and Wastewater, and Water – manages its own capital assets and program. The Project Delivery and Engineering Branch (PDEB) is responsible for designing and constructing most new and replaced capital assets in collaboration with the LOBs. Each SPU LOB has a six-year capital improvement program informed by infrastructure assessment and analysis, regulatory requirements, and current and probable future needs, problems, risks and customer complaints.

Using strong management practices to deliver large capital projects. The Ship Canal Water Quality project will keep more than 75 million gallons of polluted stormwater and sewage out of the Lake Washington Ship Canal, Salmon Bay, and Lake Union on average each year. This \$570 million project is being completed in partnership with King County to decrease impacts on nearby communities and as part of a long-term comprehensive strategy to protect Seattle's waterways and is responsive to the federal Clean Water Act and state regulations. The project is utilizing best management practices in program and project management including a schedule, cost, and risk management strategy that evaluates uncertainties and risks across the entire program. This results in a confidence-based schedule and cost estimate which is managed monthly. The management team emphasizes obtaining the best value in the project which has resulted in over \$77 million in scope and cost reductions by project staff.

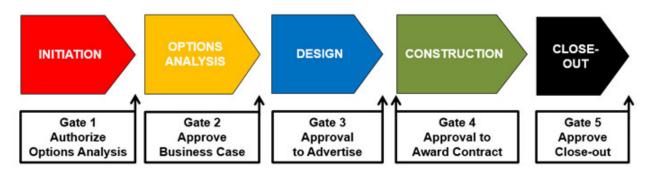
The approved 2018-2023 CIP for all LOBs totaled \$2 billion with the following breakout by year and LOB:

2018-2023 SBP CIP PROJECTIONS (\$ MILLIONS)

FUND	2018	2019	2020	2021	2022	2023	Grand Total
WATER	\$141.2	\$120.5	\$81.0	\$83.5	\$78.2	\$67.3	571.7
DWW	176.8	218.5	243.1	256.7	222.3	187.1	1,304.5
SW	9.0	20.2	24.7	7.7	4.0	3.8	69.4
TOTAL	\$327.0	\$359.2	\$348.8	\$347.9	\$304.5	\$258.2	\$1,945.6

Once the CIP is adopted, individual projects are then executed following the general workflow illustrated below, starting with the project Initiation Phase:

Stage Gate Process Flow for CIP Infrastructure Projects



The Stage Gate (SG) workflow shows a series of five distinct phases punctuated by five separate check points or gates. Each gate requires SPU executives to approve scope, schedule, and budget for capital projects with a life cycle cost over \$50,000. In 2009, SPU adopted the SG practice to ensure cost-effective, consistent, transparent, and customer orientation in executive decision-making through planning, selecting, and delivering capital projects.

During the initiation phase LOBs detail discrete problems to be solved and approximate schedule and budget. During the options analysis phase the LOBs develop and analyze options for solving those problems. The analysis includes triple bottom line economic analysis (social, environmental and financial considerations) as well as comparison of present value life cycle costs for each option. SPU began evaluating all projects using the triple bottom line in 2002. Selection and approval of the preferred project option is completed at Stage Gate 2.

After Stage Gate 2, projects are typically transitioned from the LOBs to PDEB. PDEB leads the design phase and develops formal plans and specifications necessary for public works contracting. PDEB also manages the construction and closeout phases of the project ending with final acceptance of the new or replaced asset by the LOB. PDEB is responsible for delivering between \$86 million to \$194 million in capital project spending annually or between what 40% to 54% of the overall capital budget (years 2016-2019).

There are several opportunities to enhance the efficiency of the capital planning and delivery process and focus on providing greater value to the customer. SPU's ultimate customer is always our rate payer. However, in the delivery of capital projects there are many intermediate customers. Adjusting our processes to provide value to these intermediate customers can help identify ways of eliminating waste (i.e. what those intermediate customers would not pay for) and streamline process.

As part of this initial assessment, the practice area work group identified a series of issues that create time delays in project delivery without adding significant value including:

- The consultant contracting and procurement process can be unnecessarily cumbersome. For example, signatures and contract review is required for small dollar limits.
- Decisions that should be made by the project team are often elevated to the highest levels of management, delaying project progress.
- Some projects proceed past initiation without appropriate definition or clarity in applicable policies often causing long pauses to obtain information and re-work based on new direction given.
- The project options analysis process that began in 2002 is time consuming, requires a lot of resources, and has not been re-evaluated since its inception.

Further, by reviewing current processes and identifying and better understanding what our internal customers value the work group also identified several overlapping opportunities for alignment and improvement including:

- Reducing the significant variation in the ways the LOBs plan for capital projects
- Spending and capital planning targets not being achieved which results in millions of dollars in idle capital each year
- Projects experiencing significant delays, sometimes for many years
- Substantive rework occurring in different phases and between stage gate checkpoints, resulting in delays and increased spending
- Data on project schedule and detailed cost performance not being readily available which limits the transparency and accountability of the capital planning and delivery process
- Uncertainty and risk aversion stalls movement or creates rework between gates
- Operation and maintenance needs are sometimes not well understood within capital planning and delivery which can create difficulty in managing assets once built
- Time and resources spent on options analysis is sometimes more than necessary to make the preferred option decision which is both costly and delays moving projects from planning to delivery.

STRATEGIES AND ACTIONS

Over the next five years, SPU plans to focus on improving the speed and efficiency of capital project planning and delivery while maximizing community value by:

- Improving and integrating capital planning across LOBs and other City departments.
- Reducing unnecessary project costs, accelerating project delivery, and providing multiple community benefits (such as improved water quality and passive recreation). Specifically, focus the stage gate process to provide customer value through streamlined and cost-effective decision making.
- Improving the transparency and accountability of project delivery through improved financial data and reporting, and responsive customer service.

Strategy 1: Capital Planning. Coordinate capital planning across LOBs and across other City departments to maximize potential for community value.

Strategy 1 Actions



Action 1A. Improve capital planning coordination by regularly convening SPU branches to identify planned capital improvements within common geographic locations.

Integrate project planning within those geographic areas to more efficiently meet multiple infrastructure and community needs. This action will allow the utility to be more strategic about finding opportunities to minimize construction disruption to the community, maximize the possibility of creating multiple community benefits (e.g.

improved drainage, stream quality, and passive recreation), and create efficiencies and cost savings by combining projects.



Action 1B. Integrate planning across the Drainage and Wastewater LOB to identify future investments that provide the greatest community and environmental benefits.

Finding the best investment solutions for Seattle's drainage and wastewater systems begins by engaging with community. The Drainage and Wastewater integrated system plan will incorporate robust stakeholder engagement so that planning goals and objectives reflect community values and serve as a model and a guide to be incorporated into the capital planning of SPU's other LOBs (see below).

Integrated planning for enhanced value. SPU is developing a 50-year plan for managing and improving Seattle's drainage and wastewater systems while optimizing social and environmental benefits for the City. We are developing our plan through technical analysis, robust community engagement and an integrated approach to planning. By the end of 2022, SPU will have near- and long-term plans for drainage and wastewater programs, partnerships, and infrastructure investments that provide the greatest community value (e.g. improving environmental quality, public health, local economy, and social equity). This planning is part of building a better Seattle by providing drainage and wastewater services that are affordable, safe, green, and just in a climate uncertain future.



Action 1C. Develop Drainage and Wastewater capital planning guidance to consistently value multiple community and environmental benefits in CIP options analysis.

Once a set of problems have been identified in the integrated planning process, evaluation of solutions to solve that problem begins during the options analysis phase. This action will develop necessary guidance for how to maximize community benefits into the overall analysis of potential solutions. The Drainage and Wastewater LOB has begun this process and will lead the development of guidance to be used by the other SPU LOBs.

Action 1D. Apply guidance and lessons learned from the drainage and wastewater LOB work in B and C to all lines of business

Action 1E. Integrate standard portfolio project management practices into the development and monitoring of the CIP such as strategic prioritization across LOBs and portfolio performance and risk analysis.

While SPU has strong project management practices in place, the organization can further strengthen organizational alignment to business objectives, risk optimization, and resources allocation by treating the entire capital program as a series of capital project portfolios and adopting several industry-wide standards for portfolio management. This action will compare SPU practices at the utility against industry standards and recommend and implement changes to bring SPU into alignment with current best practices aimed at reducing overall portfolio risk, more efficient use of staffing capacity, and more timely delivery of capital projects.

Action 1F. Partner with SDOT to identify opportunities for improved coordination and delivery of capital projects.

SPU has the opportunity to better coordinate work with existing and upcoming SDOT capital projects. Currently, SPU does not consistently approach SDOT to plan for and integrate SDOT's priorities and projects into SPU

projects that impact the right-of-way. This can provide efficiencies and minimize impacts to Seattle neighborhoods by finding joint opportunity projects.

Strategy 2: Capital Delivery. Improve capital project delivery by reducing project costs, accelerating project delivery, and providing multiple community benefits. Focus the stage gate process to provide customer value through streamlined and cost-effective decision making that requires the minimally optimal analysis to supports life cycle cost evaluation and strategic priorities.

Strategy 2 Actions



Action 2A. Streamline the project approval process to reduce decision cycle times and better align delegation of approval authority (decisions made at the right level).

Identifying the right level of approval authority will minimize time lost in moving projects forward. This action involves collaboratively working with executive management across SPU to evaluate current approval authority, eliminate and establish new rules, formalize new practices, and monitor and adjust for issues.



Action 2B. Incorporate reprioritization and elimination of stalled or lower priority projects into capital monitoring practices.

Projects can stall for many reasons, but these delays always result in higher costs and longer schedules. This action would set up check points and thresholds for projects to identify when stalls have occurred and a process for re-evaluating their place in the portfolio.



Action 2C. Improve the efficiency of capital project management by eliminating duplication of project management systems and activities.

SPU uses two formal enterprise project management software systems and a variety of informal solutions to meet project management needs. This results in process inefficiencies and the lack of consistent and readily available data for tracking and reporting on projects. This action is focused on consolidating existing information into one management system and expanding that system to add functionality currently being managed in an ad-hoc fashion.



Action 2D. Review and streamline capital project options analyses leading to stage gate 2 to reduce cycle times and project costs.

Reduce the number of projects using options analysis and focus analysis on the high risk, high complexity, politically/community sensitive, and high cost projects. The options analysis phase is used to identify and evaluate alternatives to solve the identified problem. SPU treats most projects the same during this process, which can lead to unnecessary cost and more time to complete analysis. This action will evaluate the current process to look for streamlining opportunities, recommend modifications to process and implement changes.



Action 2E. Revamp the Asset Management Committee (AMC) review process.

The AMC review process is intended to ensure that SPU has selected the right investment but often results in unnecessary delay, re-work, over-processing through redundant briefings, and over-analysis while not necessarily ensuring the right investment is being made. This action will evaluate the current process, look for streamlining opportunities, apply appropriate thresholds for which projects use this process, identify changes that will ensure that investment decisions are happening at the correct time and in an efficient manner and revisit dollar thresholds for what should constitute stage gate changes.



Action 2F. Transition to the use of portfolio reserves and/or pooled risk reserves to reduce the total dollar amount of management reserves.

Each capital project holds a percentage of the overall project budget in reserve to address contingencies for what is termed the "unknown-unknowns". There is significant uncertainty in whether the money will be more than needed or not enough. Moving these reserve funds to a program portfolio level will lower the total dollars being held in reserve potentially resulting in lower budget needs. New processes to access the management reserve pool will provide greater oversight and accountability around reserve usage and align spending with the budget.

Action 2G. Reduce total cycle time in the procurement full solicitation process.

Consultant contracting is a significant and integrated part of the capital planning and delivery process and has multiple opportunities for reduction of cycle times which will help increase the speed of capital project delivery. Initial improvements will focus on development of scopes for solicitation and contract negotiations.

Action 2H. Better incorporate operational considerations into capital project development and review.

New and replaced infrastructure must meet the operational needs and maintainability requirements of our crews. Any additional funds and staffing resources associated with this infrastructure must also be identified and obtained. This action will identify gaps in the current practice and propose and implement solutions.

Strategy 3: Capital Reporting and Transparency. Improve the transparency and accountability of project delivery through improved financial data and reporting, and responsive customer service (LOBs as customers).

Strategy 3 Actions



Action 3A. Make available and use actionable data on a quarterly basis to identify project risks and issues early on so that adjustments can be made in a timely fashion.

Successful project management requires identification and active management of risks and mitigation strategies. This action will enhance SPU's current enterprise portfolio project management system (PPM) to include modules that will house collected data and allow for proactive project management. The action also includes deployment of an earned value management system to improve project performance and forecasting and an integrated change control program to manage project scope changes.



Action 3B. Improve PPM (SPU's enterprise project management system) so that LOBs and management can easily find the information they need.

Currently, SPU holds project data in a variety of data management systems. There is no control process to gather and store this information in a single database nor is there a control process that compiles the data into reporting that leads to efficient and effective portfolio and project management. This action will enhance the current system of record (PPM) to allow for effective project management use, data storage, information control and project reporting.

Practice Area: Efficiency and Improvement

Develop a culture of continuous improvement to enhance value to our customers and improve efficiency and performance.

What is this practice area and why is it important?

The efficiency and improvement practice area focuses on how SPU, as an enterprise, identifies and sustains improvement to drive efficiency and provide increased value to rate payers. This practice area supports SPU's strategic business plan focus area of "Operational Excellence" by providing actionable steps for enhancing and building continuous improvement skills and practices across the utility.

Operational Excellence in SPU's 2018-2023 Strategic Business Plan. "We provide reliable, affordable, efficient, and high-quality services to all customers."

This practice area is essential to improving accountability and affordability. The strategies and actions of this practice area are intended to slow the growth in SPU's rate path by identifying and taking action on hundreds of small and large opportunities for improving service to the customer and reducing non-value-added activities and cost in SPU's work. Examples of non-value-added activities include "waste in process" such as having large inventories of parts, equipment downtime or being unavailable when teams are ready to work, and fixing the same problem twice. Focusing on work in this way not only improves efficiency and productivity; when done well, and in an engaged and respectful way with team members, it can improve employee engagement and job satisfaction.

What is meant by continuous improvement?

Continuous improvement and lean involve simple systematic methods for focusing on what the customer values and eliminating from process what the customer does not value (and would not pay for). The core of the method, a plan-do-check-adjust (PDCA) improvement cycle, is based on the scientific method of proposing a change in a process, implementing the change, measuring the results, and taking appropriate action (see plan-do-check-adjust illustration).

The PDCA cycle is the foundation for continuous improvement. Continuous improvement can be

Take action to correct, maintain, or improve

Check the results and methods against the plan

Determine goals, targets and methods for reaching goals

Implement the plan and train

focused on many small, medium, and large improvements ranging from reducing the number of steps it takes to fill out a report to streamlining an organization's process for capital planning and delivery.

Continuous improvement includes:

• Involving employees and external stakeholders in problem identification and problem-solving activities;

- Reducing the complexity of processes;
- Using performance metrics and simple visual controls to provide rapid feedback to improve real-time decision-making and problem-solving; and
- Approaching improvement activities using systems thinking.

What is the current state of continuous improvement in SPU?

SPU has engaged in a variety of continuous improvement efforts over the past decade. These process improvement efforts use varying methods including process mapping, special consultant studies, rapid improvement events, staffing analysis, and other techniques. The methods and skill in using these tools vary heavily by manager and line of business.

Workshop discussions and interviews on this topic revealed four themes:

- 1. process improvement is occurring in some lines of business;
- 2. while there is often initial improvement, improvement is sometimes not sustained due to turn over or conflicting priorities;

Reducing unnecessary inspections and costs through data analysis and lean methods. As part of the City's Stormwater Permit, SPU's Drainage and Wastewater (DWW) Branch was directed to perform inspections of privately-owned stormwater facilities every two years, which would have substantively increased program costs. Through process improvement and data review, DWW demonstrated that less frequent inspections would provide the intended environmental benefits and were able to avoid adding 2 FTE staff and reduced process time by 17%.

Improving service delivery through process improvement. SPU's Water division received complaints from developers that the installation of water taps to new facilities was taking 3 months or more. By conducting a lean workshop and consistently checking and acting on process data, Water was able to reduce the time per inspection by 30%. While this shaved days and weeks off the process, additional work is needed to meet customer expectations.

- 3. data on process and costs is often difficult to gather or does not exist; and
- 4. there is a strong interest in process improvement, but the skills and support are not always available.

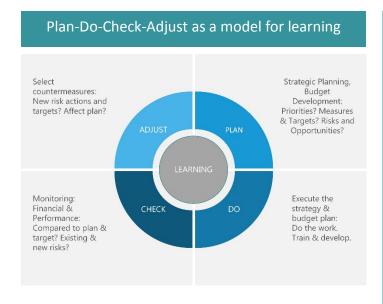
STRATEGIES AND ACTIONS

Strategy 1: Develop a culture of continuous improvement to enhance value to our customers and improve efficiency and performance.

Moving from "pockets of excellence" and improvement to "sustained operational excellence."

SPU will build capability across the organization through applied problem solving and improvement, learn from that experience, and then, over time, apply the learning to more of the organization. At the same time, the utility will integrate the "plan-do-check-adjust" model into key management practices at SPU (see illustration). This

dual focus on both applied learning and integration with key management practices of the organization can provide a greater probability that progress and results from improvements are sustained over time through cycles of checking and adjusting and engaging greater numbers of employees in identifying and solving problems upstream at the source in more systemic ways. The essence of continuous improvement is to engage staff members responsible for the work in redesigning it, keeping in mind the need to provide the best possible product or service to the customer (external or internal).



Plan-do-check-adjust as a management system.

SPU has several key organization processes (e.g. budget development and financial & performance monitoring) which can be better woven together into an integrated system for learning. For example, during the development of the strategic business plan and budget, opportunities for improvement might be identified (plan) and executed (do). During monitoring, progress might be checked on (check) to see if the action is in progress and having the intended impact and if not, an alternative method might be put in place (adjust). The cycle would then start again and the strategy (plan) is adjusted to reflect what was learned.

Continuous improvement strategies and actions are embedded into multiple Accountability and Affordability practice areas, strategies and actions.

For example, the capital planning and delivery practice area (page 9) includes several actions to improve capital planning. Actions include streamlining the process and improving data to reduce project costs and delays and to provide multiple community benefits. Similarly, the budget and financial management practice area includes several strategies and actions (page 37) which will help improve SPU's budget management by better integrating budget development, business planning, and financial monitoring. Actions include streamlining the budget process and improving financial monitoring transparency.

Strategy 1 Actions



Action 1A. Practice and Learn Lean Problem Solving. Pilot lean problem solving within the Drainage and Wastewater (DWW) Branch.

SPU has experience using improvement methods such as lean problem solving to address single issues or programs. Many of these improvements are typically not sustained for several reasons: they rely on an individual manager's effort without the reinforcing management support, checking, and necessary coaching; efforts face many competing priorities; improvements focus on one portion of a process versus focus on root cause;

improvements are overly ambitious or don't start small and gain momentum; or staff are not ready or energized to do improvement work.

During the next two years, DWW will pilot lean problem-solving methods across the LOB. Learning from this pilot will be applied to other areas.



Action 1B. Identify and resource stalled or incomplete improvements.

Several improvement efforts have begun but some are currently stalled or not sustained due to resource, data or other constraints. SPU will give priority and focus to diagnosing, resuming, completing and learning from efforts underway. This might include efforts with water taps, stormwater inspections, and other work.



Action 1C. Plan for and sustain improvement across SPU. Integrate improvement planning and measurement into strategic and business planning.

Improvement and efficiency identification are ad hoc exercises typically performed within the budget process and in response to reduction or cost cutting targets. These budget process reductions are often not strategic and sometimes focus on cutting service or deferring maintenance which may not be sustainable or are symptoms not causes of the issue needing improvement.

During the development of the strategic business plan, SPU will develop a portfolio of potential areas for improvement focus such as areas with customer dissatisfaction (internal and external), long wait times, higher than anticipated cost, or other opportunities.

Action 1D. Systematically identify and take action on improvements across SPU.

A number of issues have been identified by work groups in several areas of SPU (e.g. poor customer experience, high cost, time delays) that will be prioritized, resourced, and acted on. SPU expects this work to reveal valuable and essential process/practice fixes and some areas where anticipated results are not sufficient to warrant investment in overhaul or other changes. Two examples of potential areas for improvement include:

- Performing effective utility system maintenance and upgrade work in the downtown core. SPU would address how best to plan and align crew work so that it is as efficient and effective as possible in a critical system area to limit failures and service calls.
- Organizing and scheduling infrastructure inspections touched by multiple city departments. SPU would
 identify overlap and skill crossover in those departments that could reduce duplicate work. SPU could also
 evaluate whether the inspection process could be streamlined to save valuable field time.

Practice Area: Customer Assistance

Focus on the affordability of SPU's services, with a special (but not sole) focus on the needs of low-income customers, and the portfolio of assistance programs and tools that can be strategically deployed to meet the needs of diverse customers.

What is this practice area about and why is it important?

The Customer Assistance Practice Area is focused on the affordability of SPU's services, with a special (but not sole) focus on the needs of low-income customers. This area targets programs and tools SPU has or could develop to more effectively meet affordability needs of our diverse customers.

Given that SPU utility rates are a financial burden for many households and that Seattle is becoming increasingly unaffordable for other reasons, the key policy question that drives the work in this practice area is: What can SPU do to help customers struggling with affordability, without placing undue burden on all rate-payers?

Seattle is not alone in examining and facing the challenges of utility affordability. At a national level, industry organizations such as the American Water Works Association (AWWA), the National Association of Clean Water Agencies (NACWA), and the Federal Environmental Protection Agency are engaged with utilities and other stakeholders to revamp how utility affordability is measured. Previous Federal guidance looked only at utility bills as a percent of median household income comparisons and did not take into account the ability of the poorest households to pay, nor did it account for local costs of living and growing income disparities.

While SPU is engaged in the national effort to revamp utility affordability metrics, there is no agreement on a precise way to measure whether a utility service is affordable.

The Customer Assistance Practice Area work group members came together to identify all existing or potential programs, policies, and tools that intersect with customers and have affordability implications, displayed in the "Customer Assistance Tool Kit" in Table 1:

Customer Assistance Toolkit (Table 1)

	Financial	Informational	Technical/Operational
•	Bill adjustments	Access	• Claims
•	Bill credits	Availability	Dispute Resolution
•	Bill discount programs	Classes	• Forms
	(UDP)	Contact Centers	Installation Assistance
•	Bill waivers	How To's	 Program Enrollments
•	Billing cycles	 Language Translations 	Service Portals
•	Conservation programs	 Notifications 	Service Signups
•	Customer help network	Response Programs	Service Turn On/Turn Off
•	Customer support		
	donations		

- Emergency assistance (EAP)
- Infrastructure insurance programs
- Loans
- Payment arrearage programs
- Payment plans
- Percentage of income payment plans (PIPPs)
- Rate design/structures
- Rate size
- Rebates
- Service level choices
- Severance policy
- · Shut off policy
- Tiered assistance

Although the Utility Discount Program (UDP) is SPU's largest customer assistance program, both in terms of cost (\$16 million cost to SPU in 2018) and in terms of customers served (24,000 SPU customers), it is one part of a much larger tool kit that provides different kinds of assistance for different customers with different needs.

For example, the UDP provides long-term assistance in the form of a 50% discount on all bills, while the Emergency Assistance Program (EAP) provides a one-time (or two-time, if there are children in the household) 50% discount to avoid a water shut-off action. The EAP served 884 customers last year, at a cost of \$225,500 to SPU. SPU policies and practices related to how water shut-offs are managed are also important tools in the larger affordability portfolio.

Select Affordability Tools: Impact and Cost for 2018 (Table 2)

Tool	Number of Customers Impacted	Cost to SPU
Utility Discount Program (UDP)	24,000	\$16 million
Emergency Assistance Program (EAP)	884	\$225,500
Leak adjustment policies	916	\$1,330,269
Water shut-off policies and practices for UDP customers	237 UDP customers experienced a water shut-off	N/A

Some of the other customer assistance related affordability efforts that SPU has completed in the last year or has underway include:

- Excluding Medicare Part B from the gross income eligibility requirements to help fixed-income seniors qualify for the UDP and EAP.
- Offered extended payment plans to customers experiencing financial hardship due to the partial federal government shut down that took place in late 2018.

- Improving the bill complaint/dispute process.
- Re-examining and updating customer account management and billing policies.

The Customer Assistance Practice Area work group also developed the following six principles to guide affordability efforts:

Six guiding principles:

- 1. Empower customers (and employees) by providing effective tools.
- 2. Proactively solve problems as early as possible.
- 3. Help particularly vulnerable households with long-term need.
- 4. Help people in short-term financial crisis.
- 5. Help customers avoid catastrophic bills.
- 6. Hold ourselves accountable through measurement and reporting.

SPU aims to look comprehensively across the different tools in its affordability toolbox, take a strategic approach, and make targeted improvements for better results.

STRATEGIES AND ACTIONS

Strategy 1: Align Efforts to Community Need. Prioritize and align Customer Assistance efforts and resources towards meeting the needs of the community and improving impact.

As Seattle and SPU's customer base evolve and change, so do the needs relating to affordability. Rather than guesswork or reactionary piece-meal responses, SPU proposes to develop an organization-wide approach that is data-driven, comprehensive, and strategic, to provide the best possible outcomes with the least burden on ratepayers.

Strategy 1 Actions



Action 1A. Perform rigorous affordability analysis when affordability metrics are finalized.

SPU has contracted with consultants to develop affordability measures that make sense for the utility and the local community. The federal Environmental Protection Agency is revising its measures soon as well. When these measures are ready in the next year, SPU will apply them to inform longer-term objectives to strengthen customer assistance efforts.



Action 1B. Conduct Pilot Program to Prevent Service Shut-offs for UDP Customers.

SPU proposes to conduct a water shut-off prevention pilot program to proactively identify and reach out to low income UDP customers experiencing financial distress, using new modes of communication, messaging, and assistance. The goal is to reduce the UDP shut-off rate from the approximately 1% shut-off rate today, and to gather data on who is struggling to pay their utility bill even with the UDP discount.

SPU will use this pilot data to inform longer-term programmatic changes targeting income level(s) at which an additional, more deeply discounted tier might make sense for UDP assistance, as well as how to proactively identify customers experiencing financial difficulty, do effective outreach, and provide improved assistance to all customers.



Action 1C. Explore income eligibility alignment with other City of Seattle and King County assistance programs.

To align as much as possible with other city and county benefit and assistance programs, SPU will work with Seattle City Light (SCL) to analyze alternative income eligibility requirements and what income metric and/or thresholds might make sense for alignment of the UDP.

Action 1D. Explore ways to support the affordability of side-sewer and other costly private infrastructure repair costs for homeowners.

Side-sewer and water service leak repair costs can range from \$5,000 - \$50,000 and financing can be difficult to obtain for some homeowners. An estimated 30,000 Seattle homeowners could at some point be faced with these repair costs and may not have resources to finance such an expense.

SPU will explore low or zero-interest financing options and subsidized insurance for homeowners in need, to address high-cost infrastructure repair needs, potentially through the Office of Housing's Home Repair Program.

Action 1E. Provide greater benefit to the customer in cases of unforeseen leaks.

SPU is amending internal policies with respect to billing adjustments in cases where a leak occurs, to provide greater benefit to the customer.

Strategy 2: Increase access to and participation in existing affordability programs.

While looking to comprehensively assess affordability and the effectiveness of SPU's portfolio to address those needs (Strategy 1), there is a need in the near term to increase access to those in need to the programs and resources already in place (Strategy 2).

Strategy 1 Actions



Action 2A. Identify legal and operational barriers and options for transferring SPU UDP credits at SCL to SPU to prevent a water shut-off action.

For a small subset of customers enrolled in the UDP who are renters in single-family homes, their UDP credit for SPU goes onto their Seattle City Light account because they do not have customer accounts with SPU directly. The UDP credits that accrue on the Seattle City Light account are not available to the customer for their SPU payments, even in the case of imminent water shut-off action.

Case Study: Access to UDP Credits

"Chris" is a disabled UDP customer renting a house near University Village. In September 2017, Chris owed SPU \$533.69 for his total SPU bill and faced the threat of water shut-off.

Although he had \$870 in UDP credit with Seattle City Light, he struggled to get this transferred to cover his SPU balance because: 1) as a tenant, the account was not in his name so he could not have the SCL credit transferred to an SPU account, and 2) he could not obtain a refund check from SCL before the scheduled shut-off.

He had already used EAP earlier in the year, and so wasn't eligible for it now. His water was shut-off on October 25, 2017.

SPU will work with SCL to obtain

conclusive analysis of the legal barriers and options available for addressing this issue and pursue a fix with Seattle City Light if legally possible.

Action 2B. Launch Web-based Application Form for UDP and EAP.

Customers who wish to apply to the UDP or EAP (SPU and SCL made recent improvements to allow the same application to qualify a household for both programs), the customer can obtain an application online, but cannot complete or submit the application online. It is a PDF document that must be printed and either scanned or sent as an attachment via email.

To increase access to these affordability programs, SCL and SPU are launching an online self-service portal for utility customers, which will include a web-based UDP and emergency assistance application form. This is anticipated to go live in the third quarter of 2020.



Action 2C. Targeted enrollment and cross-enrollment efforts for UDP.

The steering committee that oversees UDP administration will pursue cross-enrollment opportunities with the following means-tested programs. This action may provide enrollment increases and administrative efficiencies similar to those gained through the successful Seattle Housing Authority (SHA) cross-enrollment partnership:

- National School Lunch Program
- Women, Infants and Children (WIC)
- Medicaid
- Tribal TANF
- Supplemental Security Income (SSI)
- Bureau of Indian Affairs General Assistance

Case Study: UDP Cross-Enrollment

In 2015, SPU worked with Seattle City Light to remove a longstanding barrier in the Seattle Municipal Code that prevented customers living in facilities operated by Seattle Housing Authority from participating in the UDP. By removing that barrier and establishing cross-enrollment with SHA, the UDP enrolled 7000 new households in 2016.

The steering committee is also developing a multi-year, strategic outreach and marketing plan for the UDP to increase enrollment. The plan will be completed this summer.

In addition, SCL and SPU will conduct a UDP Self-Certification Pilot Program to boost enrollment in low-income areas of the city, as well as test the effectiveness of new marketing strategies, a new fast-track application form, and new auditing techniques.



Action 2D. Expanding Access to Emergency Assistance.

SPU will expand access to emergency assistance in three important ways, by:

- 1. increasing the income eligibility ceiling from 70% to 80% of State Median Income to help households experiencing short-term financial crisis.
- 2. proactively reaching out to UDP customers facing a potential water-shut off with information about the Emergency Assistance Program;
- 3. pursuing changes to the Seattle Municipal Code to allow application of emergency assistance up to 100% of the customer's bill (up from the 50% limit in place today); and
- 4. exploring the creation of a donation-based emergency assistance fund, akin to Seattle City Light's "Project Share."

Practice Area: Partnership Opportunities

Improve SPU's ability to partner with organizations, institutions, and companies to leverage broader benefits, reduce costs, share risks, and improve outcomes for the communities that we serve.

What is this practice area about and why is it important?

Partnerships are the network of suppliers, vendors, firms, funders, collaborators, advocates, service providers, and peer organizations that make a business model work and provide value to the customer. SPU engages in three types of partnerships:

- 1. traditional buyer and supplier relationships;
- 2. strategic alliances where organizations bring different capabilities together to deliver a product or serve a customer; and
- 3. joint ventures where organizations enter a new business to provide a different service or asset for a new customer segment.

SPU engages in hundreds of partnerships worth hundreds of millions of dollars (see examples below).

Partnership Examples Across Lines of Business

- Water treatment plant contracts
- Relationships with ethnically based community organizations to meet service goals
- Solid waste contracts
- Wholesale water sales to other utilities
- Shared customer call center with City Light
- Ship Canal project with King County
- Agreements with sewer districts for sewage treatment
- Recycling and conservation partnerships with our customers
- Relationships with business coalitions and City departments to build WMBE capacity and usage
- Co-implementation of water conservation projects at the Ballard Locks with U.S. Army Corps of Engineers
- Foundation and philanthropy relationships to amplify, align and supplement health equity, environmental justice, and climate adaptation
- Joint property purchase and land swaps with other agencies such as Seattle Parks and Recreation and the Army Corp of Engineers to conserve and protect parcels

The Utility enters into partnerships to reduce costs, share risks, and to gain a resource or the ability to engage in an activity that is outside of existing capabilities. Most SPU partnerships provide multiple benefits to SPU and to the partner organizations and communities. Often benefits are quantifiable in financial and performance output

terms such as reduced cost. Many benefits are also qualitative, such as better relationships with stakeholders or increased community organization capacity to engage.

Partnerships are a primary vehicle for centering SPU's work on the needs of the communities the utility serves and for driving innovation, building capacity in the community and leveraging a broader set of benefits than what the Utility can provide on its own.

Partnerships are also critical to delivering SPU's core services. SPU is not able to meet operational goals and regulatory requirements alone, especially in the face of growing environmental threats and affordability concerns. During the development of the "Building Partnership Opportunities" strategies and actions, SPU identified a set of principles to guide its continued work (see "Five Partnership Principles").

The following are specific highlights of SPU's partnership principles in action along with the value and variation of partnership efforts in SPU:

SPU's Five Partnership Principles:

- 1. To have a good partner, be a good partner and help create mutual purpose.
- 2. Get out of transactional mindset, move into a transformational mindset.
- 3. Balance risk with the potential for new or expanded opportunities.
- 4. Focus on long-term relationships and building trust
- 5. Build capacity in the community and with the organization.

Leveraging supplier/provider partnerships to improve service and customer value. SPU's Solid Waste division negotiated new contracts worth approximately \$1 billion over 10 years for solid waste services. The new contracts were negotiated to cost the utility \$25 million less than what was assumed in adopted rates while continuing to deliver reliable services, positive environmental outcomes, and enhanced services. These lower than anticipated costs were carefully negotiated with the vendor to also ensure the long-term viability of the contractor and risk sharing. This example illustrates principle 1 and 5.

Engaging in a strategic alliance with a private developer for clean water. A private developer approached SPU with a proposal to voluntarily divert dirty stormwater runoff from WSDOT's Aurora bridge into a park like green space constructed by the developer in the City right-of-way to improve water quality in Lake Union. SPU entered into an agreement with the developer and the project will effectively divert and clean 160,000 gallons of stormwater per year. This agreement enabled improved water quality in the region beyond what can be done by Agencies and created a community green space asset for the future. Partnerships to add bioretention at the time of redevelopment is far less costly than if the entities did the work on their own. It also spurred SPU to develop a better internal system to establish similar partnerships in the future. This example illustrates all five principles.

Entering into a joint venture to bring more partners to the table. In 2018, SPU partnered with Mary's Place, a nonprofit organization serving families experiencing homelessness, to explore new opportunities around food rescue and improving community health. Approximately 95,000 tons of food are wasted each year locally at a cost to SPU customers to compost or landfill. At the same time, more than 250,000 King County residents are experiencing food insecurity. Working together, the Food Rescue Innovation Lab was convened, which brought together stakeholders from a range of agencies, departments, and sectors to better understand the issue, surface new opportunities for collaboration, and create buy-in for long term engagement and solutions. By engaging with a community connected and passionate partner, SPU is now partnering with many private, community, and philanthropic organizations to meet the dual objective of reducing the amount of high-quality food going into the waste stream and feeding residents in need. This example illustrates principles 1, 3, 4, and 5.

Creating strategic alliances and community trust with local non-profits. Community Connections is an SPU program which fosters long-term contracted partnerships with non-profit community-based agencies, with a goal to improve the quality of life for people of color, immigrant, and low-income communities through transformative

engagement and education on utility functions and services. The partnership explicitly focuses on overcoming a lack of trust through relationship building and is an example of using targeted approaches to reach the universal goal of engaging all SPU customers. This example illustrates all five principles.

STRATEGIES AND ACTIONS

Strategy 1: Develop an SPU culture that nurtures innovation, extending existing and developing new partnerships across all branches to expand the value and reach of SPU investments for the communities we serve.

This strategy builds on the collective experience of SPU to better leverage internal resources, grow a community of practice and organizational learning, and sustain and expand the number of partnerships. SPU's partnership efforts typically benefit individual programs or business areas, but staff expertise, data, and lessons learned from past efforts are not widely leveraged across the utility. As SPU's innovation culture continues to mature, the partnership strategy will evolve into an enterprise-wide, cross-functional approach where the Utility collaborates across the organization and with the community to improve affordable and accountable outcomes.

In addition, partnerships serve business purposes to reduce costs, spread risk, and improve service. Consistent with the accountability and affordability framework, partnerships should strive to develop and use evidence, and demonstrate results to ensure that both SPU and the communities served are benefiting from them.

SPU Employee Perspectives on the Culture of Partnership

"The opportunity to leverage what we do and what others do to create a greater collective whole is inspiring."

"We work together but we don't always view our relationships as partnerships. If you look at it as a partnership, it may create more value because you approach it differently."

Strategy 1 Actions



Action 1A. Create a community of practice to share and learn from each other and build capacity within SPU.

People come to work in the public sector with fresh ideas and energy to improve upon what's already been delivered. We are living through rapid technological advances and unprecedented connectivity, challenging us to take advantage of all there is to offer in a reasonable and affordable manner.

SPU can learn to better adapt to shifting demands and can provide innovative approaches. Creating a community of practice is one approach for strengthening and encouraging a culture of innovation within the utility by creating a sponsored forum for sharing knowledge and learning led by experts and practitioners in SPU.

Action 1B. Identify, prioritize, and remove organizational barriers to partnering.

Partnerships can create value but sometimes City and SPU processes are barriers to moving forward. For example, our contracting processes are not nimble and designed for transactional partnerships (supplier/provider) and less focused on strategic alliances or joint ventures which can provide broad benefits to the community. This can result in lost time and missed opportunities to build trust and better serve our

customers and community, and help meet utility goals while sharing the costs, risks, and rewards of sustaining a healthy environment.

Action 1C. Focus partnerships on demonstrating qualitative and/or quantitative impacts and provide routine opportunity to capture and communicate their stories, value and outcomes.

SPU's work requires an ability to engage and inform officials and the public about how rate payer dollars are spent, the benefits, and what was achieved. For SPU, there exists commonplace reporting on the performance of utility assets and achievement of broad utility goals. The stories of success reached through partnerships is often under-reported and may be lacking metrics in similar fashion to how performance is measured in other areas of the utility.



Action 1D. Build partnership capacity in the communities SPU serves and identify and expand opportunities for partnerships with private and community organizations to improve health and environmental outcomes.

SPU would like to build a reputation as "open for innovation" by the broader community, with clear private sector and community organization partnership opportunities. While SPU has organizational experience and capability in building partnerships, it does not have an enterprise-wide approach to marketing the potential for broader partnerships. SPU will build from successful experience through efforts such as WMBE, Green Stormwater Infrastructure and other the examples illustrated in this document to build an outreach and marketing plan based on strategic priorities and targeted outcomes.

For example, planning is currently underway to expand and build partnerships for Green Stormwater through colocation opportunities with other City Departments and potential community based organizations or developer partnerships to encourage greater private investment in water quality and other community goals.

Practice Area: Regulatory Alignment

Reduce the cost and risk of meeting regulatory demands while ensuring public health and safety, environmental protection, a vibrant local economy and social equity outcomes. Focusing on regulation in this way is expected to improve affordability for our customers by eliminating unnecessary process, selecting viable lower cost alternatives for the same or greater benefit, and moving from prescriptive requirements to performance-based approaches.

What is this practice area about and why is it important?

Seattle Public Utilities is both *regulated* by other governmental agencies and is a *regulator* of local governments, companies and individuals. Regulation of water, wastewater, drainage, and solid waste is essential to SPU's core mission of protecting public health and the natural environment. At the same time, regulatory activities must be done through an equity lens to protect the communities served while being careful to minimize negative economic impact that regulations might have.

SPU has a long record of regulatory compliance as well as innovative practices influencing regulation for more locally, sustainable health and environmental outcomes and reduced costs. Far from avoiding regulation, SPU has advocated for practices that move upstream to protect and restore ecosystem functions and proactively reduce regulatory response through voluntary compliance across many areas including increasing recycling rates, conserving water, and natural systems approaches to stormwater runoff in neighborhoods.

This regulatory alignment strategy builds on the experience and practices within SPU to better leverage resources, institutionalize enterprise learning, and improve the use of evidence to influence regulation and improve outcomes. By emphasizing a more adaptive approach, this strategy also better prepares SPU for the future impacts of climate change which will require greater regulatory flexibility to respond to a shifting and increasingly uncertain future. During the development of the Accountability and Affordability strategy, SPU identified a set of principles to guide continued work (see "Seven Regulatory Principles").

SPU's Seven Regulatory Principles:

- 1. Be Adaptive and shift from "regulate and forget" to a responsive, data driven, iterative approach.
- 2. Pilot and test new approaches on limited scale and learn from them
- 3. Move upstream and influence the issue early
- 4. Constantly reassess for the intended impact
- 5. Focus on outcomes over process
- 6. Engage allies to improve outcomes
- 7. Prioritize and focus on a few key areas

Laws and regulations impact SPU's lines of business to different degrees. For example, the federal Clean Water Act primarily impacts the Drainage and Wastewater line of business (LOB) but to a lesser degree the Water LOB and Solid Waste LOB. Some laws and regulations impact only one LOB, such as the state Water Code regarding water rights. Others impact all SPU lines of business, such as the federal Fair Labor Standards Act. Attachment B provides examples of laws and regulations that impact SPU.

SPU's regulatory costs are significant and are ultimately paid for by customers. For example, SPU's 2018-2023 Capital Improvement Program (CIP) is \$1.5 billion and \$0.7 billion (45%) is dedicated to regulatory compliance projects such as the Ship Canal Water Quality project. SPU's regulatory strategy seeks to improve outcomes in ways that also improve affordability and accountability for the customer.

STRATEGIES AND ACTIONS

Strategy 1: Align to Community Need and Impact. Prioritize and align SPU regulatory resources towards meeting the needs of the community, improving impact and "least cost" regulatory action.

As SPU continues to mature, its regulatory strategy will evolve into an enterprise wide, cross functional approach with collaboration across SPU, other City departments, jurisdictions, and regulators to improve outcomes for the community. Instead of just responding to emergent opportunities, SPU will work to develop an organization-wide approach that is coordinated and proactive, and intentional about providing the best possible outcomes with the least burden on ratepayers.

Strategy 1 Actions

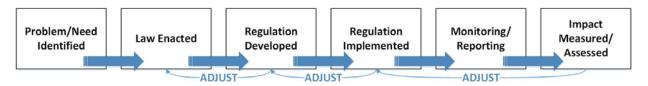


Action 1A. Develop a unified federal and state legislative agenda that focuses efforts on proactively improving the environment, public health, social equity, and the local economy.

Historically, SPU has used an ad hoc approach to state and federal legislative agendas, focusing on issues that arise out of LOB-identified legislative priorities or are responsive to external factors. This has sometimes resulted in focusing on issues that may not have the highest priority need for SPU, nor have they been fully grounded in improving the environment, public health, social equity and the local economy ('the four community outcomes"). Finally, it also means we miss proactive opportunities to make big operational improvements.

SPU will develop an agenda that focuses on legislation and existing regulation. It is essential to be proactive in supporting lawmakers and regulators in making decisions informed by good risk- and cost-data and a sound business case. This includes regulatory solutions that are more holistic and connected as opposed to siloed in approach.

The opportunity to improve regulation may arise anywhere in the regulatory lifecycle shown below, from the development of the original legislation to the measurement and assessment stage.



The objective for creating a common legislative agenda is seek out cross-LOB and enterprise-wide opportunities that have the greatest impact on SPU's costs and multiple benefits to the community. For example, laws and regulations that affect water quantity and quality have implications for all lines of business and can benefit the environment, public health and safety. Similarly, laws and regulations for public works contracting also impact the enterprise overall while helping the local economy and social equity. In some instances, the scope of proposed legislation can be expanded to create multiple benefits. By being strategic about its legislative priorities, SPU can focus its resources on proposals that would best serve the community.

Action 1B. Develop a utility agenda for external engagement and influence that benefits the entire enterprise.

SPU successfully responds to emergent opportunities to work with regulators, industries and the community to improve regulation. SPU is involved with national and local organizations that advocate for changes to regulations, such as the American Water Works Association, National Association of Clean Water Agencies, and the Solid Waste Association of North America.

However, these successes are often reactive rather than proactive, which limits the spread of ideas to individuals working on that problem. Other people in SPU, along with regulatory agencies and partner organizations, do not benefit from the improvement and learning. This can be a missed opportunity, because concerns in one LOB are often shared across other LOBs with potential multiple benefits for the community.

For example, PCB toxins are industrial chemicals which can show up in the solid waste stream, and then from there to wastewater and surface water. Although those are different LOBs, by coordinating people and resources systematically, SPU can jointly identify the problem and put resources where they will be most effective: eliminating PCBs from solid waste before they lead to harder and more costly work of removing them from streams and waterways.

Addressing waste and contamination at the source.

SPU's Solid Waste Division collaborates extensively with partners to extend manufacturer's responsibility for disposal of their products. This work has resulted in legislation and actions over the past 20 years that have diverted hundreds of thousands of tons of materials from the landfill. By working in partnership with the Northwest Product Stewardship Council, hazardous chemicals found in electronics, light bulbs, and pharmaceuticals have been repurposed for a second life or disposed of in ways that won't harm the environment.

Action 1C. Develop risk and cost reduction measures for select areas of regulatory influence.

While SPU works to affect and better manage regulation, we often do not have a baseline for measuring the effectiveness of those activities or for reducing or avoiding costs and impacting the intended outcome. Having credible baseline information as well as information demonstrating the impacts of emerging issues such as climate change increases the probability that we can advocate for more adaptive and effective interventions with regulators. In addition, targeted risk and cost reductions are not typically formally considered when assessing the potential benefits of changing or influencing regulations.

SPU has some success in influencing regulation when we provide regulators analysis of the efficacy of the regulation and, in some cases, modifications of process that can make the regulation more effective.

An example of this is SPU's handling of the Stormwater NPDES Permit (see Case Study: Reducing the administrative burden of managing the stormwater permit).

Strategy 2: Move from Prescriptive to Performance. Move from prescriptive to performance-based regulations to reduce or avoid costs, share or reduce risk, and/or enhance community outcomes.

The landscape of regulation is large and complex, and because important community outcomes such as public health and safety, environmental protection, economic vitality, and social justice are at stake, it is important to be

Reducing the administrative burden of managing the stormwater permit.

SPU gives the National Pollutant Discharge Elimination System (NPDES) permit to people with private stormwater drains. As part of the permit, SPU does a manual inspection every year. Based on actual inspection and maintenance data, SPU has been able to demonstrate that the permit requirement of inspecting privately owned stormwater facilities every year is unnecessarily prescriptive and does not result in increased maintenance or environmental benefit, but instead uses inspector resources that could be used for greater benefit in other programs.

thoughtful and purposeful about this work. By changing both our mindset and our internal approaches, we can more easily identify and advocate for regulations that provide a better value with improved outcomes to residents.

Strategy 2 Actions



Action 2A. Seek to build performance based regulatory practices that adjust to meet the intended outcome into the combined sewer overflow (CSO) consent decree.

In July 2013, Seattle entered into a Consent Decree with the Environmental Protection Agency, Department of Justice, and the Washington State Department of Ecology to reduce sewer overflows (SSOs) and combined sewer overflows (CSOs). The cost of addressing the consent decree was estimated at \$600M in 2013. In the last five years, the capital costs of meeting Consent Decree requirements have increased significantly due to changing rainfall patterns, increasing costs of capital projects and overall growth in the City market conditions. However, the existing prescriptive requirements for CSOs limit how SPU can respond to these changes in an effective, cost-effective manner. Shifting to a more adaptive approach for CSOs through a Consent Decree modification would direct future capital investment towards the greatest public health and environmental outcomes, while providing the flexibility needed to partner with King County on more cost-effective projects and manage climate and affordability challenges.

Action 2B. Take action on promising areas where SPU is regulated or the regulator that might be influenced to move from a prescriptive to a performance-based approach.

Sometimes a prescriptive process or alternative is expensive and not as effective as enforcing performance standards. In other cases, the prescriptive measure might be more appropriate.

Prescriptive approaches to regulation describe how or what must be done such as "take water samples" or "report quarterly" but may not measure the intended impact or outcome or may have little evidence that they

impact the outcome they are trying to achieve such as no toxins in streams. Compliance has a cost but may not have an offsetting benefit. In contrast, a performance-based approach starts with the desired outcome and measures either the outcome (e.g. healthy salmon habitats) or conditions related to the outcomes (e.g. increasing salmon populations). Opportunities exist to shift more regulations to a performance-based approach.

The table below contrasts the difference between prescriptive approaches compared to regulation that uses a performance-based approach.

Cost effective ways to ensure "mountain fresh" drinking water.

SPU's water division worked creatively with the Environmental Protection Agency, local environmental organizations, and local tribes to keep drinking water safe, avoid unnecessary costs, and protect the environment. By focusing on data and intended impact, SPU developed an acceptable alternative to the EPA's prescribed approach to filter drinking water. This option helped avoid building a costly large capital facility and instead put resources into protecting natural areas.

Prescriptive vs. Performance-based Approaches to Regulation

Prescriptive

- Prescriptive-based regulation
- Mandated technology, equipment, action/tasks
- Specified behaviors or methods to comply
- Demand specific solutions be implemented
- Focus on inputs and activity

Performance

- Impact-based regulation
- Set results-oriented goals
- Establish objectives or standards
- Encourage flexibility and innovation
- Focus on outputs and outcomes

SPU will be looking at all regulation through this lens: both its own proposed regulation of otherss and those proposed that would apply to SPU. An important part of this process is ensuring there is good data to inform these choices.



Action 2C. Collaborate with other city and local agencies to develop a list of regulations where there are potential efficiencies.

SPU directly regulates in a variety of areas, sometimes in concert with other City departments. Some of these regulations and processes have never been reviewed for process or outcome effectiveness and efficiency. In addition, layering separate regulations creates unnecessary complexity for City departments and parties that need to comply.

In recent years, SPU and other City and partner agencies have worked for better coordination but these early efforts might benefit from clearer understanding of the outcome-based needs for each entity and then a more focused effort on improving affordability and outcome.

For example, when a developer is building a new building, a permit and installation is required to access utility services from utility mainlines to the building. Permitting activity is done in conjunction with Seattle Department of Construction and Inspection (SDCI) and Seattle Department of Transportation (SDOT) and consists of permitting and installation of utility service lines and SDOT permits to work in the right of way and patch the pavement. This process takes many months and involves multiple inspections. While some amount of time is necessary for

permitting, the total permitting time can be reduced which would benefit developers without impacting utility integrity and the street.

More coordination within SPU and with other partners, especially City departments, will help add value to projects, reduce duplication of effort or at cross purposes, while improving outcomes and avoiding unnecessary costs.

Modify Midway Landfill Consent Decree. This modification would allow waste removal for I-5 expansion and Sound Transit south Link and allow development of the site as a Sound Transit maintenance facility.

The freeway expansion is to meet obligations under a Franchise Permit and the development of the site for rail and potential maintenance facility is a great opportunity for the region and may save SPU, WSDOT and Sound Transit significant capital cost.

Develop policy updates for Stormwater Code. These modifications would allow for public private partnerships to treat stormwater from City Right of Way on private property and vice versa.

Current policy and code restrict this type of arrangement, leading to inefficiencies and lost opportunities to leverage multiple funding sources to meet regulatory requirements and provide facilities that meet a community centered approach.

Practice Area: Budgeting and Financial Management

Streamline and integrate budget and financial planning practices and align investments with the long-range strategic goals of SPU and the community.

What is this practice area about and why is it important?

Seattle Public Utilities is financially and operationally complex, spending over \$1 billion annually to deliver drinking water, sewage transport, stormwater conveyance and treatment and garbage and recycling services across Seattle and parts of the region. The size and complexity of the organization requires strong financial management to maintain the lowest cost of service while providing value to customers.

SPU's six-year rate path, adopted in the 2018-2023 Strategic Business Plan, forecasts continually increasing rates for our customers. The rate path is expected to grow higher than the rate of inflation during the Plan's six-year window, putting pressure on customers' ability to pay for critical services. This trend mimics a trend over the past 30 years where SPU rates have an average growth at double the rate of inflation. Increases in costs are driven by a variety of factors including aging infrastructure, growing complexity in the regulatory environment, and increases in service demand. The current rate path trajectory and affordability challenges in the local economy create an opportunity to examine financial practices throughout the organization to ensure SPU is maximizing opportunities to lower costs to customers.

Through this effort, SPU engaged practitioners from across the utility to better understand how the utility might better:

- balance short and long-term financial health,
- prioritize and make financial decisions,
- · control costs and manage risks, and
- align the budget with strategic objectives.

What is the current state of financial management and budgeting in SPU?

SPU is financially healthy. SPU's current and projected financial health across the Water, Drainage and Wastewater and Solid Waste funds is evidenced by high bond ratings across all funds. SPU has a history of maintaining high bond ratings that allow SPU access to lower the cost of capital project financing which, in turn, lowers long-term costs for rate payers. Additionally, SPU is on the higher end of bond ratings compared to cities with similar systems. *Attachment A* includes a comparison of SPU's bond ratings with similar systems.

There are also several opportunities to enhance the efficiency and effectiveness of financial management within SPU including:

SPU's financial policies need revision to align with current risks and needs. SPU's financial policies, adopted by Council, guide rate setting, financial decision making, and are designed to ensure the long-term and short-term health of each utility fund. Financial policies are also metrics that bond rating agencies use to compare SPU to peer agencies and validate that the Utility is consistently achieving the required reserve levels. Over the past few

years, rating agency criteria and the financial needs of the organization have changed; however, all three funds' financial policies have not undergone a formal review since 2012.

Streamlining and realigning the budget process. SPU's budget development, rate setting, and long-term strategic planning has become much more complex and time consuming over the past five years and not always providing the intended value.

- SPU is spending a great deal of time and resources in the various expenditure updates needed to create an annual budget, rate studies and the Strategic Business Plan updates. The drivers of the various efforts are not well understood across and between levels of leadership.
- Short and long-term risks at the fund level are sometimes not well understood or transparent to managers.
- SPU's approach to prioritization and efficiencies is not consistently applied across the enterprise or only in response to external requests for budget reductions.

Financial monitoring is challenging and not well understood across the organization. SPU has struggled over the past year to conduct financial monitoring consistently, simply, and in a timely manner due, in part, to implementation of the new PeopleSoft system. In addition, spending is consistently under budget, sometimes significantly.

- Financial information has become more complex with the new PeopleSoft implementation.
- Monthly monitoring needs to be simplified for greater understanding as well as potentially enhanced by adding or removing information.
- The tools and process for financial monitoring are not consistently available across the utility.
- Quarterly fund reporting is currently at the Executive leadership level, but not broader leadership levels.
 In addition, the reporting and monitoring is missing important information on fund risks and emerging issues.

STRATEGIES AND ACTIONS

Over the next five years, SPU will streamline and integrate budget planning, monitoring, and financial policies by focusing on:

- Reassessing and modernizing SPU financial policies and reserves;
- · Streamlining and aligning the budget process; and
- Improving accountability through enhanced financial monitoring.

Strategy 1: Review SPU financial policies; provide options focused on risk, affordability, and investment.

Strategy 1 Actions



Action 1A. Perform a comprehensive update of SPU's financial policies.

SPU's financial management policies were last reviewed in 2012. Over the past seven years a variety of issues have been identified that are not explicitly considered in these policies including managing rate and reserve levels for economic downturns or during significant natural disasters such as earthquakes. In addition, rating agencies have adjusted criteria that are explicitly considered in SPU's bond ratings, but the utility's adopted financial policies may not reflect the changes. These changes, coupled with an interest in managing risk at an enterprise level and a focus on creating long-term affordability, provide an opportunity for SPU to assess current financial policies with long-term planning, policy objectives, and rating agency criteria. This analysis will include a review of reserve classifications, categories, and cash balances compared to industry standards and best practices.

Action 1B. Assess and make recommendations on reserves/emergency reserves.

Based on Action A, SPU will conduct a financial and alternative analysis for implementing financial policy and reserve changes. This alternative analysis will assess the financial impact of implementing changes on rate payers in both the short and long-term.

Strategy 2: Revamp the SPU budget process to be driven by strategy, priority, and customer needs.

Strategy 2 Actions

Action 2A. Advocate with the City Budget Office to pilot biennial budgeting with Seattle Public Utilities.

The City's biennial budget process remains largely an annual exercise. The annual budget process is very resource intense and does not currently allow for enough time for strategic prioritization and planning. Moving to a biennial process can allow for improvements that enhance accountability, efficiency and create space for deeper long-term planning, analysis, and prioritization in the off years.

Whether SPU formally moves to a biennial budget process or not, there are actionable opportunities to reduce time spent on the technical aspects of budget production including reducing the frequency of spending plan updates or limiting updates to only large projects or areas of major change. SPU also has the flexibility to internally design the process of mid-biennial updates where changes to the budget are severely limited and done on an exception basis. Changes in process should be done in tandem with improvements to financial monitoring which are expected to increase accountability and accuracy of projections. As a part of this action, SPU will reassess the process and timing of the three-year cycle of providing rate study updates.



Action 2B. Pilot the development of a flexible rate model that integrates affordability criteria into rate development.

The Drainage and Wastewater division (DWW) is developing a flexible rate model incorporating new methods for assessing affordability for both the utility and customers. The tool and methods are expected to help SPU quickly

assess alternative long-term rate and investment scenarios. The model will provide a 30-year rate projection incorporating SPU financial policies, sensitivity analysis, and multiple program and capital funding scenarios. Organizational learning from the pilot will be incorporated into rate models for the Water and Solid Waste rate models.

Action 2C. Develop a standard integrated enterprise approach to prioritization, improvements and efficiencies.

SPU will develop explicit guidance for efficiencies and improvements and incorporate that guidance into the strategic business planning and budget development process. This action is intended to move SPU away from a reactionary budget cutting approach to a more long-term systemic and measured approach aligned with recommendations on continuous improvement in the Efficiencies and Improvement practice area.

Strategy 3: Enhance financial and performance monitoring to better inform budgeting and financial planning.

Strategy 3 Actions



Action 3A. Pilot quarterly enhanced financial monitoring to increase transparency, integrate risk, and improve financial planning.

Opportunities exist to incorporate risk, alternative analysis around topical issues, more accessible financial data and deeper understanding of spending and projections across the enterprise. Conceptually, frequent, active monitoring, integrated with clear accountability for control and action can help narrow variance in financial performance and increase affordability. There are additional opportunities to improve both accountability and the efficiency of the process including potentially moving to a rolling 24-month projection standard.



Action 3B. Provide core/simple financial information on capital and operations and maintenance more frequently and broadly, making the data useful, accessible and actionable for managers.

Over the past year, the instability of the City's financial system has exacerbated reporting issues. Financial data is more complex, including several overheads, paid time off, allocated costs and interdepartmental billing. This complexity has become a challenge in providing useful and timely reporting to budget managers. There is a need to report complex calculations in a meaningful and timely manner and allow for more self-service reporting. Additional opportunities exist to include new report formats that work for both Budget and Department clients, including a set of expectations on timing, review, and actions.

Action 3C. Pilot the use of organizational capacity analysis and staffing forecast tools.

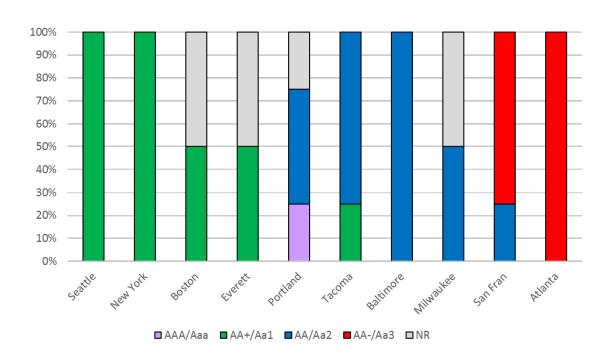
Capacity analysis, which includes forecasting demand and analyzing whether an organization has sufficient resources to meet the demand under different scenarios, is not widely used in SPU. This type of analysis can allow an organization to identify resource gaps or excesses, explore alternatives, and identify opportunities for either using excess capacity or filling projected gaps in capacity. SPU has some capability and tools for doing this work in some areas but the current work on capacity analysis and active use of staffing forecast tools focuses on the short-term monthly or annual planning. This pilot will focus on the development of both tools and skills to enhance long-term planning and manage operational risks.

Attachment A: SPU's Bond Ratings and Comparisons

SPU Bond Ratings

Tool	Standard and Poor's	Moody's
Prime maximum safety	AAA	Aaa
High grade high quality	AA+ Water, Drainage & Wastewater and Solid Waste AA	Aa1 Water and Drainage & Wastewater Aa2
	AA-	Aa3 Solid Waste
Upper medium grade	A+	A1
	A	A2
	A-	A3
Lower medium grade	BBB+	Bbb1
	BBB	Bbb2
	BBB-	Bbb3
Non-investment grade	BB+	Bb1

Water & Sewer/Stormwater Bond Ratings (% in each category by Jurisdiction)



Attachment B: Examples of Laws and Regulations Affecting SPU

Primary Goal of Law/Regulation

- -Protect Human Health and Safety
- -Protect or Enhance Environmental Quality
- -Ensure Social Equity
- -Support Local Economy

Level	Law/Regulation	Water LOB	DWW LOB	Solid Waste LOB	
	Safe Drinking Water Act	•	0	0	
	National Environmental Policy Act	•	•	•	
	Clean Water Act	0	•	0	
	Clean Air Act	0	0	•	
	Endangered Species Act	•	•		
	Resource Conservation and Recovery Act	0	0	•	
Federal	Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA/Superfund)		•	•	
	Federal Water Power Act (FERC)	•			
	Homeland Security Act	•	•	•	
	Flood Disaster Protection Act	•	•		
	Fair Labor Standards Act	•	•	•	
	Americans with Disabilities Act (ADA)	•	•	•	
	The Occupational Safety and Health Act (OSHA)	•	•	•	
	NPDES General Permits	0	•	0	
	State Environmental Policy Act	•	•	•	
	Water Code	•			
State	State Accountancy Act	•	•	•	
State	Business and Occupation Tax	•	•	•	
	Group A Public Water Supplies (WAC 246-290)	•			
	The Washington Industrial Safety and Health Act (WISHA)	•	•	•	
	Procurement of consultant services (SMC 20.50)	•	•	•	
	Business Tax—Utilities (SMC 5.48)	•	•	•	
Local (City/County)	*Cross-connections (SMC 21.04.070)	•	0		
	*Solid Waste Handling (SMC 21.44)			•	
	*Stormwater Code	0	•	0	

^{*}SPU is the regulator

SPU's RISK AND RESILIENCY STRATEGIC PLAN

2019 Final Report





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Section 1: Introduction

Organizations today are faced with multiple risks and uncertainties as they work to fulfill their missions. Being resilient offers a powerful way of addressing risks comprehensively, managing uncertainty, and taking advantage of new opportunities. For Seattle Public Utilities (SPU), resiliency is the capacity to recover in the face of sudden or gradual stressors that impact utility services and the community.

SPU delivers essential water, drainage and wastewater, and solid waste services – all fundamental for public and environmental health. Seattle has been a leader in making utility investments that have multiple, long-term community benefits. After the Great Seattle Fire of 1889, the citizens of Seattle voted to create a public water system and develop the Cedar River water supply system. Seattle's water, drainage, wastewater, and solid waste utilities have faced many challenges over the years and have evolved to improve services and reduce pollution impacts. As a community-centered utility, SPU seeks to proactively address community needs and risks to improve resiliency.

In 2017, Seattle City Council requested that SPU "prepare a risk and resiliency management assessment." SPU delivered the status report to Council on August 1, 2018. This final report details risks to SPU and provides examples of ongoing efforts to be resilient, equitable, and affordable. Sections 2-8 provide descriptions of various risks and SPU's progress in addressing those risks. Section 9 describes SPU's next steps to advance this work throughout the utility to best serve the community.

SPU faces a variety of challenges: a changing climate, the threat of natural disaster, technological advances, inequity, economic variability, competition, and an aging workforce. In order to be resilient, SPU needs to look to the future and be positioned to adapt to risks and opportunities as they arise. SPU has developed a comprehensive risk and resiliency



School visit to the watershed

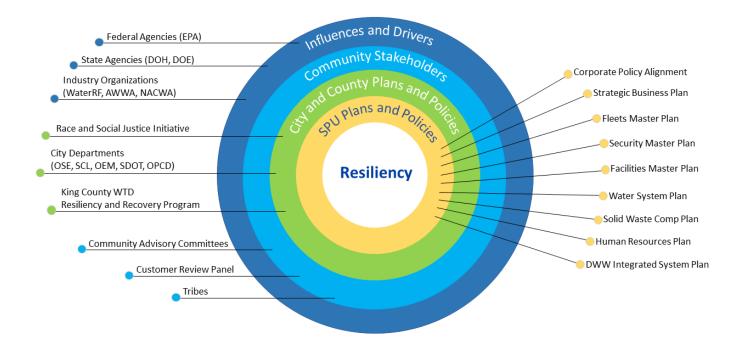
framework that includes the broad areas of operational and strategic risks. This framework helps SPU to assess vulnerabilities, identify new risks, and develop strategies and solutions that support utility and community resiliency. SPU's goal is to optimize utility investments that address multiple risks at the same time.

In accordance with the City of Seattle's Race and Social Justice Initiative, risk and resiliency strategies will strive to address systemic and institutional racism and will direct attention to disadvantaged communities. SPU recently conducted a series of Racial Equity Toolkit meetings with subject matter experts from across the utility. These meetings helped SPU to identify and develop responses to the disparate impacts these risks can have on vulnerable communities. The aim of this ongoing work is to embed the equity lens within the risk and resiliency framework and utility plans.

Planning Integration

SPU is working directly with lines of business to connect this work to their policies, programs, projects, comprehensive and capital plans, and daily operations. The risk and resiliency framework is being incorporated into the Solid Waste Comprehensive Plan amendment and the Drainage & Wastewater Integrated System Plan. SPU's Strategic Business Plan will also incorporate risk and resiliency as one of the main priorities for the utility.

SPU is working with a variety of federal and state agencies, community partners, and tribes, and has shared this work with the Community Advisory Committee and the Customer Review Panel. The risk and resiliency framework integrates with other efforts such as the City of Seattle's Resilience Strategy and the All-Hazards Mitigation Plan as well as King County's Wastewater Treatment Division's Resiliency and Recovery Program. SPU is also working with the Environmental Protection Agency on the best way to develop resilient stormwater infrastructure in response to regulations. As the diagram below shows, partnerships are critical to fostering resilient utility services that support the whole community.



Goal Statement

The risk and resiliency goal statement serves to guide how SPU applies its risk and resiliency framework to policies, programs, plans, projects, and operations.

• To make "no-regrets" investments in infrastructure, operations, and people that improve SPU's ability to provide critical utility services in the face of future disruptions, changes, and opportunities.

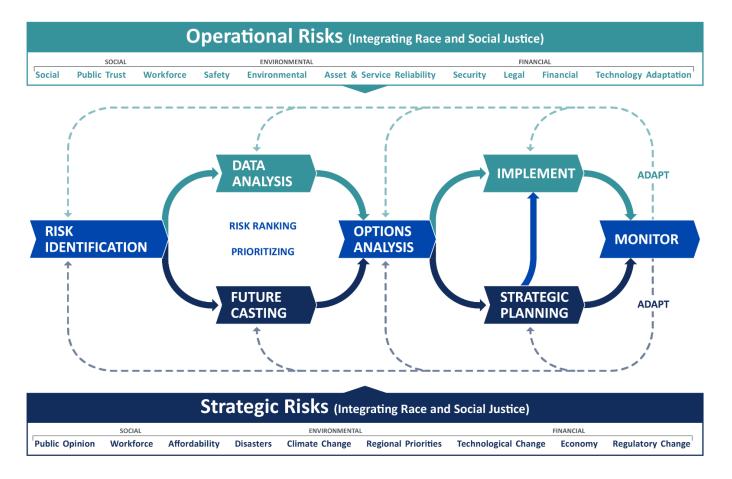
Risk Focus Areas

The table below shows the seven strategic risk areas SPU has identified. Sections 2-8 address these focus areas and provide a description of the risks as well as SPU's accomplishments in addressing these risks.

Climate Change	Disasters	Investment Priorities	Economy	Market Forces	Technology	Workforce
Drought	Earthquake	Regulatory- driven	Affordability	Ability to site facilities	Emerging and changing systems	Institutional knowledge loss
Extreme downpours	Terrorism	Projects and programs initiated by others	Population growth	Availability of raw materials	Independent systems	Skill availability and development
Sea level rise	Cyberattack	Aging, substandard infrastructure and facilities	Loss of customers and revenues	Recycling markets and revenues	New treatment techniques	Retention and turnover
Wildfires	Dam failure		Cost of debt			Marketplace competition
Air quality degradation	Volcanic eruption					
Temperature rise	Flooding					
	High winds					

Planning Process

SPU has developed a risk and resiliency planning process that brings together the assessment and management of both operational and strategic risks. SPU has had an operational risk framework since 2004. Programs, such as safety, security, and claims, are examples of ways that SPU manages operational risks. SPU also has been assessing and managing long-term, strategic risks, such as climate change and disasters. The following diagram shows SPU's planning process to comprehensively manage risk.

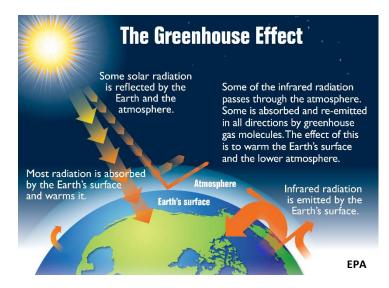


Brief Description for the Risk and Resiliency Planning Process:

- 1. Risk Identification Identify risks within SPU and the industry.
- 2. Future Casting and Data Analysis Develop and manage data, models, and scenarios that will assist in planning for a variety of possible futures.
- 3. *Risk Ranking and Prioritization* Rank risks according to established measures and determine how this informs the prioritization of various bodies of work.
- 4. *Options Analysis* Identify risk reduction options and assess cost-benefit, affordability, and impacts to vulnerable communities.
- 5. *Strategic Planning* Determine how best to carry out and integrate selected options by exploring partnering, phasing, and additional planning.
- 6. *Implementation* Plan how to initiate projects and programs, making sure they are incorporated into ongoing efforts.
- 7. Monitoring Track the change in risk status and the effectiveness of strategies and controls.
- 8. Adaptation Make changes as needed by returning to relevant steps in the planning process.

Section 2: Climate Change

Global warming puts more energy into the earth's atmosphere, which results in rising temperatures, changing weather patterns, more powerful storms, and melting ice caps and glaciers. The water cycle is particularly impacted. In the past, infrastructure engineers could assume, for the most part, that the future would conform to historical trends; now there is increasing uncertainty. Puget Sound climate patterns are changing and are expected to continue to do so in the coming decades. Climate change is impacting infrastructure systems, staff, and the communities SPU serves. SPU is a leader in assessing and working to adapt to a changing climate.



Drought

Description: SPU's water supply system historically relies on snowpack as a means of additional storage to meet demands during dry summer months. Snowmelt is more predictable than spring rains and releases water more slowly and over a longer period into the summer. Declining snowpack, rising temperatures, and more intense precipitation will result in an increase in the number and length of droughts.

Impacts: SPU's two water supply reservoirs, located in the mountains, are vulnerable to drought conditions. Drought years that produce little to no snow stress the system's capacity to provide sufficient water for people and fish.

- Climate Change Assessments: SPU has completed three climate change assessments that focus on
 potential impacts to water supply availability, reliability, and streamflow. The 2002 assessment focused
 on reductions in snowpack and water supply. The 2007 assessment emphasized scenario planning and
 included some adaptation options. In 2015, the assessment shifted toward system vulnerabilities under
 multiple future scenarios. The assessments help SPU identify triggers for when to pursue more expensive
 adaptation options for water supply.
- Water Demand Forecasting: Uncertainty analysis is incorporated into SPU's long-term water demand forecast. This forecast is used to help make important long-term policy and investment decisions dependent on the future demand for water. Computer modeling factors in uncertainties around modal inputs and assumptions such as demographic growth, future water rates, conservation programs, and efficiency standards.

- Morse Lake Pump Plant: In 2015, SPU installed a new floating pump station and refurbished an existing pump plant for backup use on Chester Morse Lake, the largest of SPU's two water supply reservoirs.
 These pumps allow SPU to access high quality water when the lake level is low. This project improves SPU's resiliency during droughts while maintaining instream flows for aquatic habitat.
- Water Shortage Contingency Plan: This plan provides guidelines to manage water supply and demand in the event of water shortage, such as a drought or system failure. SPU has activated this plan six times in response to droughts over the last 20 years.
- Climate Change Project Analysis: SPU assesses potential climate change impacts for all proposed capital projects. An integral part of the economic analysis is considering how the project options might be affected by climate change in the form of altered precipitation patterns, warmer temperatures, reduced snowpack, and sea level rise. The analysis also considers the carbon footprint of these options.

Extreme downpours

Description: The city of Seattle is experiencing an increase in extreme rain events. Due to climate change, storms that were predicted to occur once a century now occur every 25 years.

Impacts: Extreme rain events pose capacity and water quality challenges for the drainage and wastewater system. With more inflow during peak rain events, the City's ability to remain in compliance with federal regulations for combined sewer overflows (CSOs) will grow more challenging. Extreme rain events can also increase sewer backups, localized urban flooding, and landslides, which have greater impacts on vulnerable communities (see 'Flooding' in the Disaster Section). In addition, extreme downpours can elevate turbidity in SPU's water supply systems, creating challenges for water treatment in the Cedar system.

- Drainage & Wastewater Integrated System Plan: This plan provides an overall system analysis that includes climate change, growth impacts, flooding, water quality, and asset age and criticality, as well as equity and environmental assessments. The plan is being developed through engagement with the community, City departments, and partner agencies and organizations.
- Drainage & Wastewater Models: These models investigate anticipated climate change impacts on the
 stormwater system. There is an already-evident trend of more intense rain events and flooding. Results of
 this work will be considered in selecting and prioritizing projects and programs in the forthcoming
 Integrated System Plan. The possible long-term impacts of increased intensity and volume of rainfall on
 CSOs are an important part of this work given federal and state regulations.
- CSO Sizing Approach Implementation Guidance 2017: This guidance provides sizing parameters for CSO infrastructure based on anticipated climate change impacts. Recently planned CSO projects have been upsized to deal with known changes in rainfall and additional projected changes in order to avoid overtaxing the system in future decades. This approach is based on comprehensive modeling and the best available science with the intent of balancing costs and system longevity.

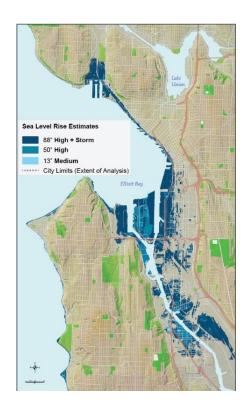
- Green Stormwater Infrastructure (GSI) Expansion Initiative: GSI uses nature-based processes to lower the
 impact of polluted runoff on the environment and reduce flooding while maximizing community benefits.
 GSI increases the resiliency of the drainage and wastewater system in the face of climate change and
 urban growth by providing system capacity, redundancy, and emergency water supply. This initiative will
 accelerate the use of GSI through partnerships, innovation, and removal of barriers to implementation.
- Duwamish Valley Infrastructure Investment: SPU is making significant investments in South Park's Lower
 Industrial Area to address drainage, flooding, and stormwater quality. SPU is also partnering with the City
 of Seattle's Duwamish Valley Program and the South Park community to ensure these investments align
 with community priorities. The Center for Community Investment has given SPU a grant to work with City
 departments, outside partners, and the community to leverage these investments while building
 community capacity.

Sea level rise

Description: Seattle's Puget Sound shoreline has already risen more than six inches in the past century. By 2100, sea level rise (SLR) is projected to increase by another two to four feet. Water levels associated with storm surges and king tides that now occur annually will eventually become monthly, even daily events.

Impacts: SLR affects the extent and frequency of coastal flooding, particularly in areas such as the Duwamish, Interbay, and Alki. Impacts to these areas also include saltwater intrusion, corrosion, and loss of near-shore habitat and use. When high tides coincide with extreme rainfall, portions of the drainage system are briefly not able to discharge properly and back up, potentially flooding nearby areas.

- Sea Level Rise (SLR) Maps: SPU has been mapping SLR for the last ten years to develop high resolution maps. SLR has been incorporated into the City's Stormwater Manual. The Drainage & Wastewater Line of Business developed and now applies their Sea Level Rise Guidance specifications to all new projects. All new infrastructure projects must be able to accommodate expected SLR within the project lifespan. As an example, the forthcoming South Park Pump Station will be raised by at least two feet to accommodate higher water levels.
- Duwamish Valley Climate Change Adaptation Strategy: SPU is partnering with the United States Army Corps of Engineers (USACE) on a sea level rise adaptation strategy in the Duwamish Valley. A 2017 USACE study found benefits to investing in infrastructure to protect the South Park industrial area. This study is the first step in joint work by the USACE and the City to fund and construct sea level rise infrastructure projects in this area. The next steps will include a detailed feasibility study and broader engagement with City departments and affected businesses.



Wildfire

Description: With a warming climate, the fire seasons are getting longer and there are more fires. Warmer temperatures and droughts increase the flammability of forest fuels and thereby increase fire intensity. Even the forests on the west side of the Cascade Mountains are now starting to be impacted. As a result, wildfire risk could be increasing in Seattle's two forested mountain watersheds. These watersheds provide Seattle's drinking water supply and serve as protected nature reserves.

Impacts: Wildfires in the watersheds could impact water quality and supply as well as habitat.

Progress:

- Watershed Management: SPU manages a closed watershed (no public access) and controls activities in the watershed during periods of high fire danger. SPU has a wildfire protection crew, equipment to respond to forest fires, and mutual-aid agreements with other agencies.
- Watershed Wildfire Modeling: SPU is working with partners including the City of Portland Water Bureau,
 Washington State University, University of Idaho, and the United States Forest Service to conduct wildfire
 modeling to assess potential impacts to municipal water quality and supply. This collaborative modeling
 effort will inform risk management strategies.
- Cedar River Watershed Habitat Conservation Plan (HCP): SPU has updated the watershed forest protection and restoration strategies in the HCP. These strategies resulted from a forest vulnerability assessment based on projected climate change, including the impacts of drought, snow loss, and forest insects and diseases. These strategies include forest thinning and planting different tree species that are better adapted to a changing climate. SPU is monitoring forest growth, disturbances, and mortality.



Air quality degradation

Description: Air quality is expected to worsen due to increased heat waves and wildfire smoke. For the past three summers, the city has been blanketed in smoke from wildfire events. Atmospheric warming is expected to intensify ground-level ozone and increase the prevalence of airborne allergens and air pollutants.

Impacts: Decreased air quality can negatively impact SPU employees, particularly operations and maintenance staff. Vulnerable populations, especially those with existing respiratory conditions, will be most impacted.

Progress:

Air Quality Safety Program: SPU created a program to educate and train employees on safety measures
during periods of degraded air quality. This program includes issuing protective respirator masks and
monitoring air quality and the risks from smoke related to wildfire events. SPU is also partnering with
other departments on a citywide effort to protect employees.

Temperature rise

Description: Seattle has averaged only a handful of extreme heat (90°+) days per year during the past few decades. By 2100, it is estimated that more than two weeks of extreme heat are projected each summer.

Impacts: Rising temperatures increase the likelihood of water quality incidents, including bacterial outbreaks and algal blooms. Warmer temperatures stress wildlife habitat and salmon recovery efforts. More frequent heat waves will also impact SPU staff and equipment, such as HVAC systems. Lower-income and minority communities will likely be most impacted by hotter summers.

- Heat Island Maps: SPU is working with King County's Department of Natural Resources and Parks to better understand and quantify the ways in which land cover affects heat. The first ever complete urban heat island mapping project will take place during the summer of 2019 and is expected to inform community and infrastructure planning.
- Heat Stress Training: Providing crews with heat stress training and warnings when higher temperatures are expected. SPU's Safety Team provides cooling supplies and equipment to operations and maintenance staff when temperatures climb beyond 85°.
- Fleet Reduction and Electrification: SPU is working on fleet reduction and electrification to help mitigate climate change impacts and meet City goals. As the fleet is replaced, SPU is selecting cost-effective electric vehicle options. SPU is also installing electric vehicle charging stations, back-up generators, and exploring the use of solar powered charging stations so the fleet can function during an emergency when fuel and power is limited.

Section 3: Disasters

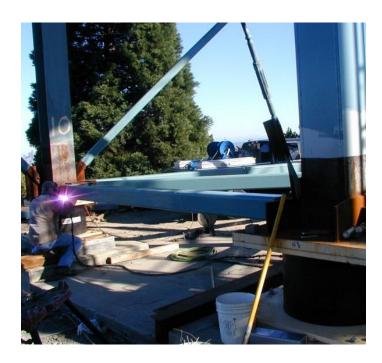
According to the City of Seattle Office of Emergency Management, Seattle faces the highest number of hazard types of any major American city. Disasters cause loss of life, public health issues, and property and environmental damage. Lower income and minority communities tend to suffer the most from disasters. For SPU, disasters damage infrastructure and facilities and disrupt the delivery of critical services. This can impact other downstream systems such as firefighting capability.

Earthquake

Description: Washington State has the second highest earthquake risk in the nation, following California. The Seattle area is prone to multiple earthquake types, ranging from Seattle Fault events to large scale Cascadia Subduction Zone events. In the last few decades, there has been new mapping of faults and cataloging of past seismic events. Impacts include ground movement, liquefaction, landslides, tsunamis, and seiches. Secondary impacts include fire, property damage, limited mobility, and loss of power.

Impacts: Damage to SPU's infrastructure will disrupt potable water provision, wastewater disposal, and solid waste collection and disposal. SPU will face more difficulty in responding to broken assets due to damaged roads, bridges, facilities, and other systems. Communities located in liquefaction zones, such as Georgetown and South Park, are even more vulnerable to earthquake impacts.

- Water System Seismic Study 2018: This study modeled impacts of a magnitude 7.0 Seattle Fault Zone earthquake and a magnitude 9.0 Cascadia Subduction Zone earthquake. The study identifies over \$850 million of seismic investments over the next 50 years. Improvements include installing earthquake isolation valves on reservoirs and upgrading high-risk portions of the water system.
- Seismic Investments: Following the 1990
 water system seismic study, SPU has spent
 more than \$100 million on seismic upgrades
 to transmission pipelines, pump stations,
 storage tanks, and other projects. Several
 reservoirs have been seismically upgraded
 with the goal of minimizing water losses
 after an earthquake.



- Drainage and Wastewater System Seismic Study 2019: A seismic study will be conducted to determine the impact of significant earthquake events on the drainage and wastewater system. The 2011 Tohoku earthquake, 2010 Christchurch earthquake, and the 1995 Kobe earthquake, all caused significant damage to drainage and wastewater systems, which prompted efforts to study impacts in Seattle.
- Disaster Debris Management Plan: This plan covers earthquakes, floods, and high winds. Only two jurisdictions in Washington State have Federal Emergency Management Agency-approved plans: SPU and Snohomish County. The plan designates staging areas within the City for debris and works in partnership with the Port of Seattle and the University of Washington.
- Solid Waste Management Plan Amendment 2019-2020: SPU is amending its 2011 Solid Waste
 Management Plan to integrate risk and resiliency objectives among other updates. The Plan details how
 SPU will manage the City's solid waste for the next twenty years and is required to be updated every five
 years. The Solid Waste Line of Business is also working to ensure the resiliency of their contractors that
 provide collection, hauling, processing, and landfill services.
- All-Hazard Planning: SPU plans for all hazards and the impacts those hazards have in common. The
 Continuity of Operations Plan (COOP) supports the continuation of SPU essential utility functions in an
 emergency. The Emergency Operations Plan (EOP) supports the restoration of core utility services in an
 emergency. The Comprehensive Emergency Management Plan (CEMP) and the SPU Hazard Identification
 and Vulnerability Assessment (HIVA) both serve as umbrella guiding documents.
- Replacement Pipe/Materials Stockpiles: Water system replacement pipe and other materials are being
 stockpiled at remote sites. An earthquake or other disruption could result in widely dispersed damage and
 impact transportation networks. Locating replacement parts near where they are needed will support
 repair work. Staff is also addressing the impact of power outages by providing back-up generators at all
 critical facilities.
- Back-up Power: SPU is developing a plan for back-up power units and extending the life of back-up power
 for security systems. The Security Team performs an annual assessment of facilities and tracks crime
 trends to better understand the measures needed to counteract vandalism, terrorism, and power
 outages.
- Emergency Management Training and Exercise Program: This program includes Incident Command System training and a quarterly exercise series. SPU also implements an After-Action Review process that identifies corrective actions and engages business units to make improvements. Additionally, SPU carried out a campaign to encourage staff to prepare their families for emergencies. To return to work after a disaster, staff must feel confident that their families are taken care of.
- Water Supply Forum: SPU is one of the co-founders of the Water Supply Forum that is comprised of water
 systems in King, Pierce, and Snohomish Counties. Staff have been involved in the development of the
 Regional Water Supply Resiliency Project to assess regional water systems for earthquake, climate change,
 drought, and water quality risks. The forum identified actions to be taken by water utilities including
 installing earthquake resistant piping and providing emergency potable water.

• Mutual Aid Systems: SPU is a member of a variety of mutual aid systems which provide equipment and personnel in the event of a disaster. SPU is part of the Washington Water/Wastewater Agency Response Network, the regional Pacific Northwest Emergency Management Arrangement, and the National Emergency Management Assistance Compact. These networks help SPU to be more resilient to disasters.

Terrorism

Description: SPU infrastructure and services, due to their critical and life-sustaining nature, are potential targets for terrorist attack.

Impacts: Terrorism can target SPU infrastructure and facilities such as pipelines, pump stations, treatment plants, and reservoirs. Contamination of the water supply is of particular concern. Impacts to the drainage and wastewater system could result in releases of untreated sewage into surface waters.

Progress:

- EPA Water Infrastructure Act of 2018: SPU is working on an Environmental Protection Agency (EPA)
 required risk assessment that will examine physical vulnerabilities in infrastructure, sites and facilities.
 This is a continuation of work that SPU has been performing for years to ensure the safety of the water
 system.
- All-Hazards Planning** (see progress item under Earthquake)
- Emergency Management Training and Exercise Program** (see progress item under Earthquake)
- Mutual Aid Systems** (see progress item under Earthquake)

Cyberattack

Description: A cyberattack involves a malicious, deliberate act that compromises data or critical infrastructure systems through disruption, theft of private information, fraud, or extortion.

Impacts: SPU can be impacted by cyberattacks on its operating systems for water, drainage and wastewater, and billing. Unauthorized access of personally identifiable or sensitive information could impact public trust and result in legal costs.

- *Computer Systems Protection:* SPU is working with the Department of Homeland Security and other organizations testing and ensuring systems are protected by following industry best practices.
- All-Hazards Planning** (see progress item under Earthquake)
- Emergency Management Training and Exercise Program** (see progress item under Earthquake)

Dam Failure

Description: SPU operates fourteen dams of various sizes located mostly upstream of densely populated communities. All SPU dams are regulated by either the State Department of Ecology or the Federal Energy Regulatory Commission. Most of the dams are rated as High Hazard by the State or Federal regulators.

Impacts: A dam failure would impact people and property in downstream communities and SPU's water supply and storm detention systems.

Progress:

- Tolt Dam Failure Exercise: In May 2019, SPU partnered with Seattle City Light to lead a full-scale exercise
 that included regional response agencies. The Tolt Dam provides both power generation and roughly one
 third of SPU's drinking water supply. While the risk of dam failure is very small, the exercise allowed
 responders to practice, build relationships, test plans and procedures, and review lessons learned
 together.
- Emergency Action Plans (EAP): SPU developed EAPs for all high-hazard dams that could impact communities in the event of a dam failure. The EAPs clarify roles and notification responsibilities and are periodically exercised to test readiness of responders and stakeholders. EAPs were developed in collaboration with other City departments, affected communities, and emergency management agencies.
- Dam Safety Program and Programmatic Plan: SPU's utilizes this program and plan to actively monitor dam performance and to ensure safe operations.

Volcanic eruption

Description: Washington State is home to five active volcanoes located in the Cascade Range east of Seattle. Potential eruption impacts include blast, lahar, and ashfall.

Impacts: Ashfall can impact water quality, pipes and drains, vehicles, energy, and transportation systems.

- All-Hazards Planning** (see progress item under Earthquake)
- Emergency Management Training and Exercise Program** (see progress item under Earthquake)
- Mutual Aid Systems** (see progress item under Earthquake)



Flooding

Description: SPU grapples with three flood types: major river flooding, coastal flooding, and urban and small stream flooding.

Impacts: In addition to safety impacts, floods can damage SPU infrastructure and private property. The increased frequency and severity of flooding due to climate change will lead to greater costs for claims, repair, and up-grading infrastructure.

Progress:

- Wet Weather Readiness and Response Plan: This plan identifies resources within SPU to prevent, prepare for, respond to, and recover from flood events to minimize adverse flooding impacts.
- Sewer Backup Protection: SPU developed a policy to provide guidance to SPU projects and programs to fund installation of backwater valves on customer property when the public sewer system can cause sewer backup on the property. In recent years, SPU has installed backwater values in Broadview, South Park, and downtown.
- Claims Process: SPU developed a process to help customers impacted by events, including flooding, to
 quickly activate the claims process. SPU also helps place customers in emergency housing when these
 types of events are caused by SPU asset failure and when a customer's home is uninhabitable. SPU does
 this through direct placement into temporary housing or by partnering with non-profits and other City
 Departments.
- All-Hazards Planning** (see process item under Earthquake)

High winds

Description: SPU's systems can be impacted by winds over 60 mph and gusts over 90 mph. Winds of these intensities have become more frequent in the Puget Sound region.

Impacts: Power outages caused by high winds impact operations and systems. High wind events also frequently block roads with debris and make it more difficult to respond to emergencies. Impacts to SPU watershed operations include loss of power, communications, and road access.

- Disaster Debris Management Plan** (see progress item under Earthquake)
- All-Hazards Planning** (see progress item under Earthquake)
- Back-up Power** (see progress item under Earthquake)

Section 4: Investment Priorities

SPU is one of many City of Seattle departments guided by the Mayor and City Council and is affected by citizen initiatives and other governmental agencies like King County, Washington State, Sound Transit, the Port of Seattle, and the Federal Government. Projects, programs, regulations, and citizen initiatives can result in new requirements for SPU and create added costs for regulatory compliance and maintaining public trust. In addition, up-grading and replacing aging infrastructure, adding new infrastructure, and adjusting for climate change and disaster impacts are costly but essential improvements to utility systems. All these initiatives can cause SPU to reprioritize projects and redirect programs, ultimately putting pressure on rates and impacting affordability.

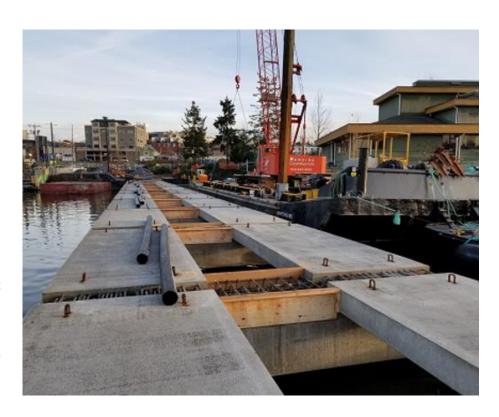
Regulatory-Driven

Description: Regulations can result in new requirements with associated costs for compliance while also addressing important concerns and needs.

Impacts: SPU invests in new projects and programs to meet new and evolving regulations. This can lead to a reprioritizing of work and higher utility rates.

Progress:

Ship Canal Water Quality Project: SPU entered a consent decree with the **Environmental Protection** Agency, the Department of Justice, and Washington State Department of Ecology in 2013 to reduce sewer and combined sewer overflows into Seattle's local water bodies. The Ship Canal Water Quality Project, which will reduce these overflows, was built to maintain compliance with this decree. This is a joint project with King County that will cost \$570 million. Seattle's share is \$390 million.



- Regulatory Review and Collaboration: SPU is tracking, reviewing, and commenting on federal and state
 rules, policies, and permits that impose new requirements. The goal is to mitigate risks around regulatory
 compliance while maximizing the value of investments. SPU routinely provides written comments and inperson meetings to describe potential impacts to utility business. When possible, SPU provides alternative
 approaches that meet regulatory goals by reducing the impact to ratepayers.
- Joint Operations and System Optimization Plan: SPU is collaborating with King County Wastewater
 Treatment Division on the Joint Operations and System Optimization Plan approved in 2017. The goal is to
 improve drainage and wastewater system performance through collaboration and information sharing.
 The plan works to ensure compliance, maximize the capture and treatment of flows, and reduce
 operating costs.
- Long Term Control Plan: SPU is working on a financial capability assessment that informs the update to the Long Term Control Plan for combined sewer overflows. This analysis will incorporate new methods of evaluating the affordability of the plan that go beyond the Environmental Protection Agency guidelines. The outcome will also be used to negotiate with regulators about how best to maintain affordability, protect public and environmental health, and meet regulations.
- Water Treatment Requirements: SPU manages 100,000 acres of forested land that comprise the Cedar River and the South Tolt Watersheds. City ownership of watershed lands allows SPU to control access which safeguards water quality. Due to the high degree of protection of the Cedar River watershed, SPU is not subject to more costly federal and state treatment requirements from this source.

Projects and programs initiated by others

Description: Many agencies, including the City of Seattle, can adopt projects or programs that affect SPU's finances and operations and force a reprioritization of current work plans. Voters also can propose or repeal legislation through ballot measures.

Impacts: Future initiatives can force SPU to relocate or replace assets sooner than anticipated, resulting in new unplanned for, and unfunded costs. This work may also provide strategic opportunities to address infrastructure improvements and build partnerships.

Progress:

Right of Way Cooperation and Shared Cost Program: SPU is working with a variety of transportation
agencies on the Right of Way Cooperation and Shared Cost Program. Major initiatives, such as Move
Seattle, have significant impacts on SPU infrastructure project selection and prioritization. SPU strives to
improve right of way coordination to reduce impacts on the public during construction activity and to
otherwise prioritized projects.

Aging, substandard infrastructure and facilities

Description: SPU manages extensive infrastructure systems that include reservoirs, treatment plants, piping networks, pump stations, transfer stations, landfills, and more. Growth generates the need for greater system capacity, adding more wear and tear to the system, and making it more complicated to work in the right-of-way.

Impacts: Portions of the system, particularly in the piping network, are approaching a century or more in age. The piping systems are below ground and costly to access, repair, and replace. The need to address seismic and climate change risks will require expensive system upgrades.

- Asset Management Program: SPU is managing infrastructure assets to achieve optimal value. SPU's Asset
 Management Program develops plans for asset classes to guide their management through operational,
 maintenance, and investment recommendations. Each plan integrates risk criteria such as impacts to
 public and environmental health, regulatory compliance, and service interruptions. As an example, the
 Drainage & Wastewater Pipe Rehabilitation Program completed 12 miles of work in 2018, the highest
 annual amount in SPU history.
- Water Main Rehabilitation and Replacement Program: SPU's water system includes over 1,630 miles of
 water main pipes. The average age of these pipes is more than 70 years. SPU proactively rehabilitates and
 replaces water pipes based on a risk profile that includes the history of leaks and breaks. Rehabilitation
 includes lining the interior of the pipe and/or adding cathodic protection.
- Cathodic Protection Program: Cathodic protection is a method used to minimize the rate of corrosion by
 shifting the corrosion process away from metal pipes and onto more easily corroded "sacrificial" pieces of
 metal. Cathodic protection systems have been shown to extend the life of pipes and reduce the risk of
 failures as the pipes age. SPU installs and maintains these systems on sections of water mains and
 transmission pipes where feasible and cost-effective.
- Solid Waste Transfer Stations: SPU has completed two new Solid Waste transfer stations - the South Transfer Station in 2013, and the North Transfer Station in 2016. These facilities are built to withstand seismic events, process material more quickly, and hold more material during shipping delays.



- Watershed Headquarters Building: SPU completed the new Watershed Headquarters building in 2018.
 This facility supports field and office staff and can function as an incident management center outside of city limits, but will primarily serve watershed-related emergencies such as wildfire. This LEED Gold building uses on-site geothermal energy for HVAC and can support future solar power generation. In 2019, SPU will erect a radio tower to improve adverse weather communications.
- Flood Control Projects: SPU is being awarded over \$17 million dollars from the King County Flood Control District for projects that address significant flooding problems in three priority areas of the city. The projects are drainage improvements in South Park neighborhood, culvert replacement in West Duwamish, and addressing flooding in Broadview neighborhood.
- In-City Facilities Master Plan 2016/2018** (see progress item in Market Forces/Ability to site facilities)

Section 5: Economy

Changes in the economy affect the growth and vibrancy of the City and customers' ability to pay for their utilities. Economic conditions impact revenue streams, rates, labor costs, construction costs, debt costs, and SPU's ability to provide affordable services. SPU strives to balance the costs of maintaining utility systems and making needed upgrades while keeping rates affordable.



Affordability

Description: Seattle is becoming increasingly unaffordable and this puts pressure on SPU customers' ability to afford utility services.

Impacts: Increased costs make it more difficult to find the balance between maintaining and upgrading infrastructure systems and services while achieving affordability.

- Affordability and Accountability Initiative: A central purpose of this initiative is to improve service, provide
 better value, and increase the utility's focus on accountability and affordability. A plan has been
 developed with the following focus areas: Capital Planning and Delivery, Efficiency and Improvement,
 Customer Assistance, Partnership Opportunities, Regulatory Alignment, Budgeting and Financial
 Management.
- Utility Assistance Programs: SPU's Utility Discount Program (UDP) provides eligible customers with a 50% discount on their SPU bills, and the Emergency Assistance Program (EAP) provides a 50% discount for customers at risk of shutoff. In 2018, approximately 32,000 households were enrolled in UDP and 884 households were provided emergency assistance.
- Low-income Water Conservation Program: Since 2001, this program has provided free fixtures and installation for qualified single-family and multi-family customers. By the end of 2016, the program had served over 6,000 single family households and nearly 20,000 multi-family households.
- Water Supply Demand Management ** (see this progress item under Loss of customers and revenues)

Population growth

Description: The City of Seattle's population continues to grow rapidly. Growth creates more demand for services, puts pressure on resources, drives up construction and land costs, and creates a burden on infrastructure. Future population growth could also result from people moving to Seattle to escape more pronounced climate change impacts elsewhere.

Impacts: Despite the growth in the customer base, overall consumption has continued to decline due to conservation practices and the shift toward multi-family housing. Growth has also significantly increased the cost of housing and worsened traffic congestion. Recent surveys found that 75% of SPU field staff and 60% of office staff now live outside the city. Increased traffic congestion makes it more difficult for staff to commute, get to job sites, and respond to emergencies.

Progress:

- Budgeting and Forecasting: SPU is tracking economic trends and factoring them into budgeting and
 forecasting. Seattle's recent economic and population growth has increased the costs of construction,
 property, and labor. In the past, population growth would increase revenues through higher demand for
 water and wastewater services. As anticipated by SPU forecasters, water demand has been flat over the
 last decade as increased water use efficiency has offset the growth in the customer base.
- Affordability and Accountability Initiative ** (see progress item under Affordability)

Loss of customers and revenues

Description: Relatively high costs for utility services and/or other factors can drive customers to seek other providers. An economic downturn can lead to a decrease in consumption/revenues of SPU services with little decrease in the cost of providing those services.

Impacts: Loss of major retail or wholesale customers can reduce associated revenues, which can result in increased rates for remaining customers. Loss of revenues due to an economic downturn can result in rate increases, staff reductions, or reduced services.

- Water Supply Demand Management: Effective demand management has led to a large decrease in total
 water demand despite large population growth. Since 1990, water use per person has shrunk from 152 to
 fewer than 90 gallons per day. This has allowed SPU to avoid developing expensive new supply sources.
 This was achieved through conservation programs, rate structure changes, and efficiencies. Demand
 management supports resiliency and affordability while providing more water for in-stream flows.
- Affordability and Accountability Initiative** (see progress item under Affordability)
- Budgeting and Forecasting** (see progress item under Population boom)
- Financial Policies** (see progress item under Cost of debt)



Cost of debt

Description: When local governments and utilities pay high interest on debt, less money is available for providing services and this can impact rates and affordability. High levels of debt can impact bond ratings and the cost of borrowing. SPU and the City of Seattle have good financial health. This allows SPU to borrow at low interest rates, thereby reducing overall project costs.

Impacts: New regulatory requirements, City and County initiatives, and other factors can result in the need to take on higher levels of debt. SPU will likely incur significant expenditures to undertake seismic, climate change, and other system-wide improvements to be resilient. SPU will have to balance how to fund needed system upgrades while keeping rates affordable.

- Financial Policies: SPU has adopted financial policies that provide for long-term financial health and contingency funding for disruptions. The City and Utility's strong financial health allows SPU to achieve low cost financing. SPU works to support a predictable rate path with gradual changes as households with limited means are hit hardest by rate spikes.
- Affordability and Accountability Initiative ** (see progress item under Affordability)
- Water Supply Demand Management** (see progress item under Loss of customers and revenues)
- Budgeting and Forecasting** (see progress item under Population boom)

Section 6: Market Forces

SPU is impacted by market-based actions taken by other businesses, organizations, states, and countries. SPU's market connections include the ability to site facilities, obtain raw materials, and sell commodities like recyclables. Market forces can increase SPU's cost of doing business but also provide opportunities for bringing in more revenue to offset costs.

Ability to site facilities

Description: As the City becomes denser through infill and up-zoning, land acquisition costs increase. Siting industrial-type facilities in areas with a growing mix of residential development also becomes more challenging. In addition, site selection is restricted by flooding, climate change, and seismic considerations.

Impacts: SPU is faced with higher costs for siting and building facilities.

Progress:

In-City Facilities Master Plan 2016/2018: SPU completed an In-City Facilities Master Plan in 2016 that was
updated in 2018. This plan provides a facility condition and needs assessment with an investment plan for
the next 30 years. Investing in resilient facilities will be essential to supporting emergency response and
service restoration in a variety of disasters, particularly earthquakes.

Availability of raw materials

Description: The availability of raw materials changes with market conditions, foreign relations, government agreements, and wars.

Impacts: SPU's construction and maintenance projects are impacted by sudden changes in raw material prices such as the price of steel.

Progress:

• Ship Canal Water Quality Project Analysis: SPU is evaluating the impact of construction market conditions on the design and construction of the Ship Canal Water Quality Project. This analysis broke down costs between raw materials, property, and skilled labor for purposes of improved budget planning and transparency with customers, elected officials, and the public.

Recycling markets and revenue

Description: Revenue from recyclable materials is subject to market fluctuations and foreign government decisions. Many commodity markets exist offshore and are subject to trade agreements.

Impacts: These markets can change, having a negative or positive impact on SPU contractors' ability to sell recyclables. Revenues received from the sale of sorted recyclable commodities support on-going programs and keep customer rates down.

- Recyclable Processing Contract: SPU developed a recyclable processing contract that provides protection against upward and downward market swings. The contractor is paid a set fee to process recyclables and the revenue from selling the recyclables is reimbursed to the City. This helps the contractor stay in business during periods of low prices and ensures that SPU recycling services are not disrupted. The benefits of recycling are further augmented by the avoided costs of landfill disposal.
- regional partners to address changes in international recycling markets as part of the Responsible Recycling Task Force. This was prompted by China's Blue Skies Policy that significantly tightened the standards and costs for the import of specific materials, including mixed plastics and mixed waste paper. These restrictions have impacted costs to sort and process materials and caused a significant price drop in recyclable commodities. The Task Force explored how to improve and expand domestic markets for recyclables and published recommendations in January 2019.



Section 7: Technology

New and rapidly evolving technologies present opportunities and challenges for SPU. Advancements can eliminate jobs while creating new jobs that require training. The rate of change can create a burden on SPU's ability to stay current. New platforms usually require costly integration and employee training. New technologies can also increase efficiency and help to recruit and retain employees. Emerging technologies are often heralded with benefits that need to be tested before potential adoption. The internet provides new ways for customers to connect with SPU services, but economic, racial, and language barriers to access these services need to be considered.



Emerging and changing systems

Description: The increasing pace of technological change could require SPU to make system upgrades that drive up costs due to software licenses, training, and resourcing technology projects and initiatives. Emerging technologies can also alter the way work is done, rendering certain tasks or systems obsolete. Technology can also help to optimize existing systems. For example, an array of sensors throughout the piping network could assist in monitoring flows and detecting backups, leaks, and other issues.

Impacts: Technological changes have the potential of improving overall system efficiency, helping to focus investments, and improving safety. In addition, the increased speed and complexity of change can drive demand for tech-related equipment replacement and employees with new skills. All these changes have associated costs, which can impact efficiency, service quality, and rates.

- Data Management: SPU staff in collaboration with Seattle IT are developing a data governance program
 and providing data management resources. SPU staff have been identified as Business Owners for over
 150 technology applications that support SPU work. SPU will also create a guide to data access to give
 staff the information they need to leverage data resources.
- *Privacy Program:* SPU created a privacy team to embed the City's privacy policies into SPU computer applications, projects, and contracts. This effort to responsibly manage personal information helps maintain employee and customer privacy as SPU navigates technological change.

• Robotics: SPU is researching new ways to use robotics to investigate the condition of SPU infrastructure. Any use of robotics will include a partnership with the City and strict compliance with the City's Privacy Policy.

Independent systems

Description: There are ongoing advancements in decentralized systems for treating and collecting storm and wastewater and disposing of solid waste. Decentralized systems may also support resiliency after disasters and other disruptions.

Impacts: Loss of customer-base to decentralized water systems may reduce revenues. However, decentralized systems could assist SPU in delaying the need to develop costly new water supplies and help manage drainage flows.

Progress:

Decentralized Systems: SPU is exploring the role of decentralized systems in providing a more distributed
and resilient utility system. SPU is an active member on the National Blue-Ribbon Commission for NonPotable Water Systems which is developing water quality criteria and operational guidelines, assisted in
the City's two Living Building Pilot programs, and is working with agencies and non-profits to develop
clear statewide rulemaking for design, permitting, and operation.

New treatment techniques

Description: Discovery of new contaminants, stricter water quality standards and regulations, and new treatment techniques may require new or enhanced treatment systems.

Impacts: SPU could be required to install costly new treatment equipment or even build new treatment facilities for its water, wastewater, and stormwater systems.

Progress:

 Water Treatment: SPU's water treatment plants use ultraviolet radiation and ozonation for treating microorganisms like Giardia and Cryptosporidium. SPU's burying of in-city treated water reservoirs prevents contamination while allowing open space and park usage on the surface.



Section 8: Workforce

SPU employees are the organization's most important asset. Hiring and retaining employees with the right skills and protecting institutional knowledge is critical for executing SPU's Mission. Reduced skill availability in certain job categories, loss of institutional knowledge from retirement or departure, speed of turnover, and market competition all impact SPU's ability to deliver high quality services. Workforce challenges also provide opportunities to create a diverse and equitable utility that reflects the community SPU serves.

Institutional knowledge loss

Description: As workers retire or depart, SPU loses the knowledge and history they have. As the 'boomer' generation continues to retire, an increased institutional knowledge loss is expected.

Impacts: Recent estimates indicate 46 percent of SPU employees are eligible for retirement within five years. Without sufficient transfer programs or succession planning, this loss of knowledge has the potential to reduce the efficiency of operations and affect service quality.

Progress:

Skills and Knowledge Transfer: SPU is managing a series of programs that address workforce risks led by the Skills and Knowledge Transfer Team. There are two mentoring programs that pair new and longer-term employees. One is a traditional six-month program, and the other is a collaboration to identify solutions to workplace challenges. The Pathways to Leadership, Utility 101 lunch-time presentation series, and guided tours of the water and solid waste systems also facilitate knowledge transfer and training.



- Procedures and Manuals: SPU is updating procedures and manuals and maintaining those documents on SPU's SharePoint site for easy reference. The Fleets and Warehouse Division is a leader in this effort. They pair newer employees with those nearing retirement to ensure knowledge transfer and use special projects as an opportunity to cross-train employees and further employee development.
- Apprenticeship Program** (see progress item under Skills availability and development)

Skill availability and development

Description: SPU's positions are diverse, and many require highly technical skills or multiple years of experience. Skill gaps exist where there are not enough candidates in certain categories, both internally and externally.

Impacts: These issues can result in longer vacancies, a less skilled workforce, and decreased production. Competition can reduce the pool of eligible candidates, push wages up, and result in longer vacancy times.

Progress:

• Apprenticeship Program: SPU is restarting the registered apprenticeship programs for pipe workers in the Water and Drainage & Wastewater Lines of Business. Filling key operations and maintenance staff positions is becoming more challenging with retirements and competition from other employers. These programs address institutional knowledge loss by involving long-term operations and maintenance staff in curriculum design and teaching. Apprenticeship opportunities also serve the goal of supporting a more diverse workforce.



- Skills and Knowledge Transfer** (see progress item under Institutional knowledge loss)
- Procedures and Manuals** (see progress item under Institutional knowledge loss)

Retention and turnover

Description: High turnover increases the need for training and leads to decreased knowledge and experience. Employee retention is impacted by professional development opportunities, training and mentoring, workload, performance management, and market competition. As the economy booms, the turnover speed increases.

Impacts: SPU's service delivery and costs are impacted by rates of retention and turnover.

- New Employee Orientation Program: This program includes three levels of orientation. On the first day,
 new employees receive a two-hour session that includes SPU and City of Seattle basic information. Within
 the first month of employment, employees will receive a four-hour session to increase their knowledge
 about working for SPU. Within the first quarter of employment, new supervisors will receive a four-hour
 session to prepare them for their roles of managing staff.
- Apprenticeship Program** (see progress item under Skills availability and development)
- Skills and Knowledge Transfer** (see progress item under Institutional knowledge loss)

Marketplace competition

Description: Private and non-profit sectors as well as other public organizations compete with SPU for skilled candidates. Governments face stiff competition from the private sector's higher wages. Competition may also drive up wages for positions requiring specialized and in-demand skills. While government jobs have certain advantages over other sectors, there are also tradeoffs.

Impacts: Seattle's rising cost of living and long commutes negatively impact employees' quality of life, creating competition with employers closer to workers' homes. Interest in the public sector fluctuates and impacts SPU's ability to hire a diverse and skilled workforce.

Progress:

• Recruitment Strategy: SPU is enhancing its recruitment strategy to increase the candidate pool for open positions. As the recruitment market shifts and demographics change, SPU is implementing more creative ways to attract talent. With the addition of a new Recruitment Manager and an additional recruitment staff position, SPU will move toward a community-centered outreach approach for filling vacancies.

Section 9: Next Steps



SPU recognizes that managing risk and resiliency is key to sustaining vital public services. This has been a central feature of how the Water, Drainage & Wastewater, and Solid Waste services have evolved to meet new challenges and opportunities. In recent decades, the diversity and magnitude of recognized risks has grown. As a community-centered utility, SPU has undertaken this recent effort to be more systematic and integrated about risk management.

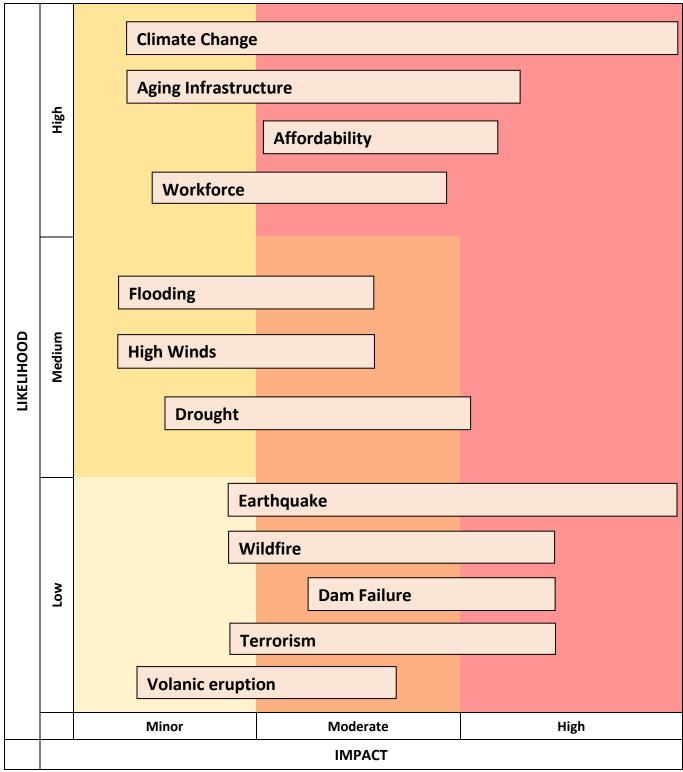
This report has described each of the strategic risk categories along with progress assessments. Some risk areas, such as climate change and disasters, have been on the radar for several decades and are being addressed by a variety of programs and projects. Other categories, such as technology, are developing rapidly and require increased focus. The framework assists SPU's business units to optimize investments that comprehensively address risk and improve resiliency.

Next steps include:

- A vulnerability matrix detailing the most significant risks for SPU
- A complete inventory and assessment of existing work for high priority risk areas
- Identification of critical interdependencies with other agencies and organizations
- Identification of disparate community impacts and opportunities to take equitable and corrective actions
- A prioritization of work that addresses high priority risk areas
- Cost benefit analyses of projects and programs that support risk reduction
- Efforts that address multiple risk areas while optimizing public benefits
- Further development of data sets, models, and scenarios
- A workshop to explore potential future impacts of technology on service delivery
- Communication and outreach with agency and community partners

SPU's risk and resiliency framework will continue to evolve. As this work develops, SPU will share progress and seek feedback from a variety of partners and stakeholders. SPU does not have a crystal ball to see the future, but risk and resiliency efforts improve the utility's ability to adapt to disruptions, changes, and opportunities. This all aligns with SPU's mission to provide vital services to the community that are affordable, equitable, and resilient.

Appendix A: Impact-Likelihood Matrix



This chart is very high level and is provided for illustrative purposes only.

SUMMARY and FISCAL NOTE*

Department:	Dept. Contact/Phone:	CBO Contact/Phone:		
Seattle Public Utilities	Paula Laschober/402-7785 (cell)	Akshay Iyengar/684-0716		

^{*} Note that the Summary and Fiscal Note describes the version of the bill or resolution as introduced; final legislation including amendments may not be fully described.

1. BILL SUMMARY

Legislation Title: A RESOLUTION relating to Seattle Public Utilities; adopting a 2021-2026 Strategic Business Plan for Seattle Public Utilities; and endorsing a three-year rate path and a subsequent, three-year rate forecast to support the Strategic Business Plan Update.

Summary and background of the Legislation:

This legislation adopts a six-year Strategic Business Plan (the Plan) for Seattle Public Utilities (SPU) for the years 2021-2026. It also endorses an average annual rate increase of 4.2 percent, across all lines of business, to support the Plan.

In 2012, the Council passed a Statement of Legislative Intent directing Seattle Public Utilities to develop a six-year Strategic Business Plan.

Resolution 31429 subsequently clarified the primary goal of the Plan, which is to set a transparent and integrated direction for all of SPU's business lines that reflects customer values, provides rate predictability for utility customers, and results in best value for customer dollars. This resolution also established a nine-member Customer Review Panel to provide input to the Plan during its development and provide the Mayor and City Council comments on the Plan concurrent with delivery of the final proposed Plan to Council.

The Strategic Business Plan process provides a forum for discussion between the Utility, elected officials, and customer stakeholders and increases transparency and accountability for decision-making within the Utility. This plan incorporates community and utility feedback as part of the programming and direction for the future of SPU.

The 2021-2026 rate path for water, drainage, wastewater and solid waste rates is shown below.

Water
Sewer
Drainage
Solid Waste
Combined

Rate Path			<u>R</u>			
2021	2022	2023	2024	2025	2026	Average
0.0%	2.7%	4.7%	3.6%	4.2%	5.5%	3.4%
7.3%	3.1%	5.9%	0.5%	7.8%	3.6%	4.7%
7.4%	8.6%	7.2%	3.9%	6.5%	6.7%	6.7%
2.9%	2.9%	2.2%	2.3%	2.1%	2.1%	2.4%
4.5%	3.9%	5.0%	2.2%	5.4%	4.2%	4.2%

^{*}Note: The combined totals are weighted averages by line of business.

There are no revenues or reimbursements as a direct result of this legislation, nor does it directly impact spending or cash flow. Revenues, spending, and cash flow related to the Plan were adopted with the 2021 Budget legislation and expected rate study legislation.

2.	CAPITAL IMPROVEMENT PROGRAM
	Does this legislation create, fund, or amend a CIP Project? Yes X No
3.	SUMMARY OF FINANCIAL IMPLICATIONS
	Does this legislation amend the Adopted Budget? Yes X No
	Does the legislation have other financial impacts to The City of Seattle that are not reflected in the above, including direct or indirect, short-term or long-term costs? Is there financial cost or other impacts of <i>not</i> implementing the legislation? No.
4.	OTHER IMPLICATIONS
a.	Does this legislation affect any departments besides the originating department? This legislation does not directly affect any other department. Certain projects contained in the Plan are completed in conjunction with other departments including SDOT and SCL, but coordination is already established and ongoing.
b.	Is a public hearing required for this legislation? No.
c.	Is publication of notice with <i>The Daily Journal of Commerce</i> and/or <i>The Seattle Times</i> required for this legislation? No.
d.	Does this legislation affect a piece of property?

No.

e. Please describe any perceived implication for the principles of the Race and Social Justice Initiative. Does this legislation impact vulnerable or historically disadvantaged communities? What is the Language Access plan for any communications to the public? In developing the Plan, SPU used an equity lens with regard to its programming and capital projects planning. Based on feedback, SPU took an extensive look at affordability within the Plan, and what that means within the various communities of color in the service area.

f. Climate Change Implications

1. Emissions: Is this legislation likely to increase or decrease carbon emissions in a material way?

Please see the Plan document for a complete list of goals, strategies and highlighted investments and initiatives. During the 6-year period, SPU is continuing to electrify its fleets and facilities as part of the City's green fleets and buildings initiatives, both of which help to reduce carbon emissions. SPU is also working to assess carbon emissions associated with solid waste consumption and reduce consumption through waste prevention and diversion programs.

2. Resiliency: Will the action(s) proposed by this legislation increase or decrease Seattle's resiliency (or ability to adapt) to climate change in a material way? If so, explain. If it is likely to decrease resiliency in a material way, describe what will or could be done to mitigate the effects.

Please see the Plan document for a complete list of goals, strategies and highlighted investments and initiatives. This legislation will increase Seattle's resiliency through investments in One Water resiliency such as green infrastructure and sea level rise adaptation and increased seismic retrofits on various assets, such as such as water pipes that deliver water from the Utility's watersheds to its customers.

g. If this legislation includes a new initiative or a major programmatic expansion: What are the specific long-term and measurable goal(s) of the program? How will this legislation help achieve the program's desired goal(s)?

Please see the Plan document for a complete list of programming and goals.

List attachments/exhibits below:

Summary Exhibit A - Seattle Public Utilities' Fiscal Health Memo to CBO, January 11, 2021



M E M O R A N D U M

Date: January 11, 2021

To: Ben Noble, Director, City Budget Office

From: Mami Hara, General Manager & CEO, Seattle Public Utilities

Subject: Proposed 2021-2026 Strategic Business Plan Rate Path and current SPU Financial Status

Executive Summary

This memo highlights the proposed rate path as part of the Seattle Public Utilities' (SPU) proposed 2021-2026 Strategic Business Plan and describes the utility's current financial status as we look to implement the plan. The proposed rate path averages 4.2% over the six-year term and is a 20% decrease from the prior adopted rate path. In addition to operations and maintenance, these rates fund capital projects - many of which are required under federal and state regulations - taxes, and other obligations. Overall, there are no substantial changes to the Utility's operations and capital program.

SPU is in sound financial shape and all of SPU's funds are financially strong, despite COVID-19 related financial stressors, allowing for SPU to support current and emerging needs. The proposed rates path includes significant reductions in SPU's annual costs. These cost containment and savings efforts help the Utility meet financial policy goals while preserving rate revenues that can be used to prevent rate volatility and smooth future rates. At the same time, SPU strives to enhance affordability and has developed several customer programs that offer significant support.

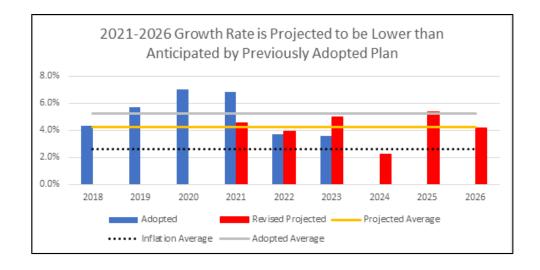
Strategic Business Plan Rate Path

Seattle Public Utilities is proposing the new 2021-2026 Strategic Business Plan (SBP) to guide essential service delivery and a comprehensive business strategy for our three lines of business: drinking water, drainage and wastewater, and solid waste. The plan looks forward to the next six years (2021-2026) and provides a predictable three-year rate path to be adopted by City Council and projections for the subsequent three years.

	Rate Path						
	2021	2022	2023	2024	2025	2026	Average
Water	0.0%	2.7%	4.7%	3.6%	4.2%	5.5%	3.4%
Sewer	7.3%	3.1%	5.9%	0.5%	7.8%	3.6%	4.7%
Drainage	7.4%	8.6%	7.2%	3.9%	6.5%	6.7%	6.7%
Solid Waste	2.9%	2.9%	2.2%	2.3%	2.1%	2.1%	2.4%
Combined	4.5%	3.9%	5.0%	2.2%	5.4%	4.2%	4.2%

SPU deferred introducing the 2021-2026 SBP from 2020 until 2021 because of COVID and the pandemic impacts to the local and regional economies. SPU anticipates formally introducing the SBP in early 2021. For more information, please see the Timing Information in Appendix A.

The Proposed SBP calls for a substantially lower six-year rate path compared with projections from the last adopted 2018-2023 Strategic Business Plan. The proposed 2021-2026 rate path is a 20% decrease from the prior path -- specifically, from 5.2% to an overall annual rate increase of 4.2%, for the average six-year projection, as reflected in the below chart:



Seattle Public Utilities' Fiscal Health

Currently, SPU is in a good financial position and all of SPU's funds are financially strong, in spite of the COVID-19 situation, which means that SPU is in an ideal position to support current and emerging needs. The tables below illustrate SPU's forecast of 2020 year-end financial results, given current operations, revenues, and expenses through October. They indicate that SPU will meet or exceed its financial policies at year-end, and also show how SPU will meet its financial policies through 2026. Note especially SPU's strong cash position.

Financial Policies for All Funds

Water Fund

(\$ in millions)	Target	2020	2021	2022	2023	2024	2025	2026
Debt Service Coverage	1.70x	1.90	1.73	1.70	1.70	1.89	1.75	1.70
Net Income	>\$0	\$39.7	\$33.5	\$33.1	\$35.4	\$40.4	\$32.9	\$34.1
Cash-to-CIP	>20%	53%	38%	40%	25%	28%	24%	27%
Cash Balance	\$34M in 2021, +\$1M/year	\$127.8	\$90.0	\$75.0	\$75.0	\$75.0	\$75.0	\$75.0
RSF Withdrawals*		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Bond Issues		\$0	\$100.6	\$71.5	\$91.2	\$98.6	\$151.9	\$0
Debt Service		\$84.1	\$85.7	\$88.5	\$92.3	\$88.2	\$93.8	\$99.3
Consumption (ccf, mil)		26.5	26.4	26.4	26.3	26.2	26.0	25.9

^{*} Note: RSF is the Rate Stabilization Fund.

Drainage and Wastewater Fund

(\$ in millions)	Target	2020	2021	2022	2023	2024	2025	2026
Debt Service Coverage	1.50x	2.89	2.00	2.01	1.91	1.72	1.56	1.55
Net Income	>\$0	\$42.0	\$48.0	\$57.4	\$60.8	\$57.7	\$48.6	\$40.6
Cash-to-CIP	25%	38%	53%	51%	43%	39%	25%	25%
Cash Balance	\$100M	\$186.8	\$140.4	\$97.7	\$98.7	\$101.6	\$110.3	\$112.9
Bond Issues		\$0	\$87.1	\$54.5	\$74.5	\$96.4	\$116.2	\$128.1
Debt Service		\$66.5	\$70.7	\$73.9	\$77.9	\$84.8	\$92.4	\$104.0
Consumption (ccf, mil)		20.7	21.2	21.2	21.2	21.2	21.2	21.2

Solid Waste Fund

(\$ in millions)	Target	2020	2021	2022	2023	2024	2025	2026
Debt Service Coverage	1.50x	4.40	1.72	1.65	1.68	1.59	1.70	1.51
Net Income	>\$0	\$15.2	\$3.4	\$1.6	\$1.2	\$0	\$1.7	\$0
Cash-to-CIP	Greater of \$3.7M or 10% CIP	100%	100%	100%	100%	100%	100%	100%
Cash Balance	\$23M	\$84.2	\$58.5	\$40.2	\$40.0	\$48.1	\$58.6	\$67.4
RSF Withdrawals*		\$0	\$0	\$0	\$0	\$0	\$0	\$1.1
Debt Service		\$15.4	\$15.4	\$15.4	\$15.4	\$15.4	\$15.4	\$15.4

^{*} Note: RSF is the Rate Stabilization Fund.

Both Water and Drainage and Wastewater will be issuing debt multiple times over the course of the SBP period. The rating agencies (Standard & Poors and Moodys) actively monitor each fund's financial performance and have expressed concern over the levels of liquidity. In an effort to prevent a downgrade that would result in higher interest rates and upon the advice of our financial advisor, the funds have internally adopted higher cash balances.

SPU takes a fiscally balanced approach to its financial policies and reserves. By maintaining sufficient reserves, SPU is better able to weather fluctuations in revenues and expenses and navigate financial uncertainty. These prudent practices protect our asset investments and benefit customers through the avoidance of extraordinary rate increases and volatility.

Delinquencies Due to COVID-19 and Customer Assistance

The COVID-19 pandemic has impacted economies around the world, including Seattle. As a result, utilities are facing increasing ratepayer delinquencies and having to put forth additional financial support to help people weather this period, typically through the use of utility discount programs. To plan for and mitigate these occurrences, SPU monitors customer payment status on a monthly basis. For 2020, SPU has seen increases in its delinquencies (those accounts 90 days or more past due) as compared to its 2019 accounts receivable. It is important to compare these delinquencies to their associated revenues to show the nominal financial impact they are actually having on SPU cash flow.

A/R Delinquencies (90+ days past due)

(\$ in Actuals)	October 2019	October 2020	Percent Change	As a % 2020 Revenue
Water Fund	\$1,629,961	\$3,522,149	118%	1.2%
Drainage/Wastewater	\$762,015	\$2,529,354	232%	0.6%
Solid Waste	\$238,854	\$614,058	157%	0.3%

Enhancing ratepayer affordability is a primary goal for SPU, and we have several programs available to ratepayers that offer significant support during this difficult time. SPU provides a 50% credit on all qualifying customer bills as part of its Utility Discount Program (UDP). Recent modifications have expanded outreach to include an auto-enroll program, which was extended through the end of 2020. SPU also supports an Emergency Assistance Program that has been modified to provide relief for up to 50% of the bill two times per year instead of one, for qualifying individuals. The success of these programs can be measured through increased enrollment of 5,402 customers in 2020. Appendix B includes a comprehensive list of all of SPU's affordability programs, including additional statistics on the UDP. Strong cash balances in the three Funds enable SPU to withstand this delayed cash flow through the end of the year.

Cost Containment Efforts and Savings

The 2018-2023 Strategic Business Plan adopted a six-year rate path of 5.2%. Since that time, SPU has reduced annual costs in meaningful ways that have reduced costs in the short-term and long-term. Cost containment and savings efforts help the Utility meet financial policy goals and help preserve rate revenues that can be used to smooth future rates. Examples of our recent cost containment efforts and savings include:

- Water Infrastructure Finance and Innovation Act Funding (WIFIA): The Utility applied and was a
 awarded a grant from the Federal government under the WIFIA program that offered low-interest
 rate financing for the Ship Canal Water Quality Project. This effort saved approximately \$66
 million.
- Washington State Revolving Fund (SRF). The Drainage and Wastewater Fund secured a \$25M state revolving fund loan at a reduced interest rate, leading to estimated savings of \$6.4M over the life of the loan. SPU is in the process of securing additional low interest loans from the state.
- Solid Waste Contracting: The Utility worked to negotiate new Solid Waste contracts that provide garbage, yard waste, and recycling services. As a result, this effort saved the Utility \$5 million annually.
- Planned underspending on operations and capital projects: Since 2018, the Utility has been underspending on operations and CIP. For example, the Utility held more positions vacant than initially planned, a 4% projection compared to an annual average of 10%, providing vacancy savings. No new positions were added for 2021. Additionally, the CIP has been spending at slower rates than initially planned. After examining assumed capital spending in forecasts compared to actuals for the last several years, SPU reduced its financial accomplishment assumption for rate forecasts from 97.5% to 85%, which is a common industry benchmark, for most projects. SPU also coordinates with other City departments to achieve efficiencies where possible; for example, reducing costs of digging up and replacing streets to install pipes by collaborating with SDOT for timing (such as the Seattle and Waterfront projects). The underspending is the result of these and other drivers but has generated savings that affect both the short- and long-term. As a result, the Utility has been able to build up healthy cash balances that could be used to maintain a lower rate growth in the new Strategic Business Plan.
- Implementing the Affordability and Accountability framework: As part of the Utility effort to better partner operating and financial performance, the Utility developed and is implementing the Affordability and Accountability framework a series of projects in each division to seek better efficiencies for the work we conduct as well as being accountable to the results.

Proposed SBP Rate Path Summary

SPU uses a combination of direct rates revenues (bills charged to customers) and revenues from other funding sources to meet SPU's total revenue requirement, which is the revenue required to cover Operations and Maintenance (O&M) and Capital Improvement Program (CIP) expenses together with any additional revenues required to meet SPU's financial policy requirements.

Generally, rate increases are the result of covering base inflation and increases in CIP costs (usually due to debt service costs) and may be smaller or greater than the actual change in the rates revenue requirement. This SBP assumes increases in costs due to capital project planning (and associated debt service costs) as well as costs associated with increases in the Utility Discount Program participation.

As discussed in the previous section, the 2021-2026 SBP includes an average annual combined rate growth of 4.2% per year. This is significantly lower than the 5.2% rate that was included in the 2018-2023 SBP. The table below summarizes the components of the proposed rate.

The 4.2% Rate Path is Mostly Driven by Inflation and Factors Outside of SPU Control

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Color	Category	Description	
	Financial Policies	SPU adheres to specific financial policies to guide prudent financial decisions (e.g. income required to meet debt service,	0.5%
19 Section Beautiful		or using cash in lieu of bond proceeds to pay for a certain amount of CIP).	0.4%
	Other O&M	O&M costs include action plans in the proposed SBP that exert	0.3%
	Changes	both updward and downward pressure on the rates depending on the year. However, the larger portion of this driver is cost	0.4%
		pools where SPU estimates that inflation exceeds the base rate of 2.6%. Examples include health care and labor.	
	Taxes	SPU is subject to City, County, and State utility or business taxes. In 2021, the City of Burien is introducing a new utility tax on water service. SPU will be responsible for collecting and paying this tax on behalf of customers in the Burien area.	
Service Contracts	There are rate impacts driven by changes in the major costs of providing core services including SPU contracts for treatment with King County, service providers for Solid Waste, and the administrative contracts for the Tolt and Cedar Watersheds.	2.6%	
	Base Inflation	General inflation in the Seattle area during the 2021-2026 rate period is projected to be 2.6% per year.	

Factors Impacting Rates

SPU has been working to flatten rate increases over time. While a consistent growth in rates is expected due to inflationary factors, SPU's growth in costs to provide services for the 2021-2026 period is projected to be lower than in the 2018-2023 period. Factors lowering the growth in the cost of services include:

- Using cash balances to smooth rate changes
- Negotiating lower solid waste contract rates
- Reducing the cost of borrowing money
- · Improving capital investment planning to better reflect experience

At the same time, there are also factors that are increasing costs at a faster pace and offsetting cost savings. These include:

- Higher than expected increases in King County wastewater treatment charges to cities
- Funding for large capital projects required for state and federal regulatory compliance
- Targeted funding increases to address deferred maintenance of aging capital assets
- Increased commitment to keep pollutants out of our natural waters
- Rise of delinquencies and the enhancement of affordability assistance programs

Major CIP Projects for Regulatory Compliance

Each fund is subject to regulatory requirements from the City, State, and/or Federal government including consent decrees. These regulations require the Utility to invest in significant capital improvements to mitigate potentially hazardous contamination to the State's natural resources. Major CIP projects for compliance include:

- The Ship Canal Water Quality Project (Drainage and Wastewater Fund 2021-2026, Costs: \$375M): This is a joint project between SPU and King County to design and construct a storage tunnel to capture Combined Sewer Overflows for 5 SPU outfalls and two King County outfalls.
- Green Stormwater Infrastructure (Drainage and Wastewater Fund 2021-2026, Costs: \$131M):
 This program includes several projects and will achieve the water quality goals identified in Seattle's Plan to Protect Seattle's Waterways.
- South Park Water Quality Facility (Drainage and Wastewater Fund 2021-2026, Costs: \$93M):
 Utility work in the South Park neighborhood includes a pump station, a Water Quality Facility, and developing drainage conveyance improvements.
- <u>Historic Landfill Remediation: (Solid Waste Fund 2021-2026, Costs: \$12M):</u>
 This program funds compliance activities related to the Midway landfill closure project as required under the Consent Decree with the State Department of Ecology.

Please see Appendix C for additional information on major CIP projects by fund. Also, worth noting, the Water Fund is currently transitioning from a period of regulatory capital improvement to a new phase of asset rehabilitation and seismic improvements. The Water Fund continues to have regulatory capital programs for fish passage and improvements to dam safety.

Potential Issues Under Consideration

At this point, SPU anticipates the following issues that could affect either the timeline for the SBP or the SBP directly:

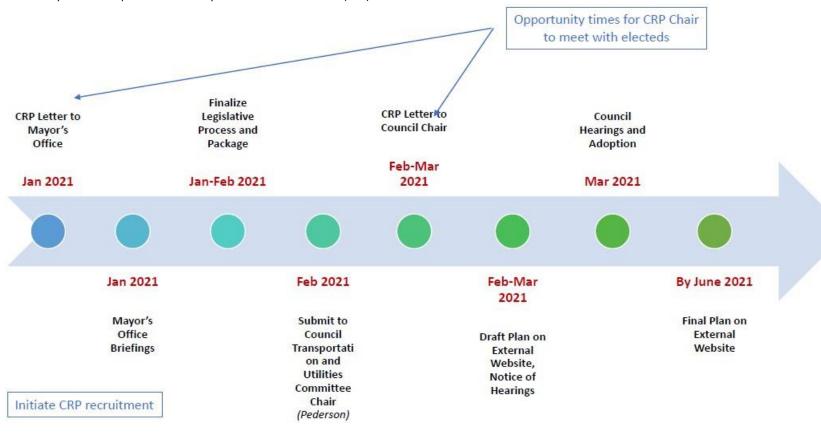
• <u>The Rate Path</u>: The pandemic continues to affect the local and regional economy for both residential and commercial customers. The SBP includes lower than anticipated rate growth, but growth, nonetheless. As noted in this memorandum, the rate path is one percentage point (or 20%) lower than the previously projected rate path. SPU will continue to look for efficiencies to support affordable rates in 2021 and beyond.

- <u>Impacts to the General Fund</u>: In addition to deferring introduction of the SBP, SPU deferred the development of the Water Rate Study from 2020 to 2021. Consequently, SPU will need to update the projections for how much the General Fund would have to pay SPU for water hydrant maintenance. When the Water Rate Study is proposed in 2021, it may result in an increase in the General Fund obligation to maintain water hydrants.
- <u>Possible Fiscal Strain on SPU</u>: As the pandemic continues to affect the local and State economy, this pressure may grow in 2021 and beyond. If the fiscal pressure increases, the City may consider raising tax rates to cover shortfalls and SPU would have to absorb those increases.



Appendix A: Strategic Business Plan Timeline

Includes Key Dates for Input from the Utility's Customer Review Panel (CRP)



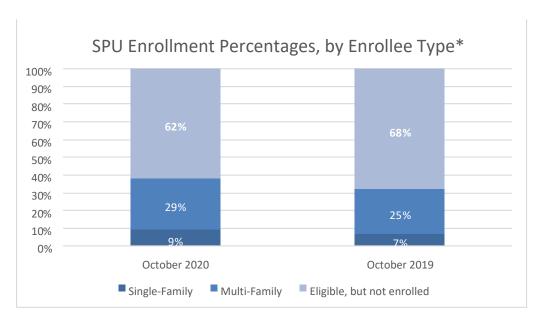
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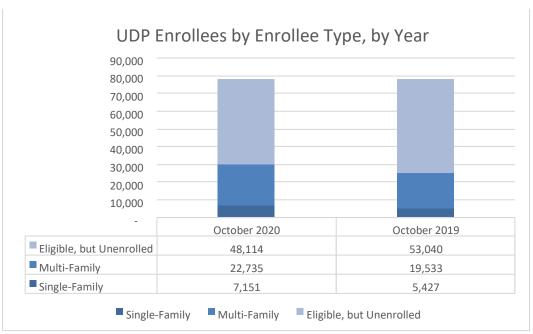
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Appendix B: SPU Utility Discount Program Facts and Figures

Through the Utility Discount Program (UDP), SPU provides assistance to nearly 30,000 customers, which is equivalent to 38% of the 78,000 estimated eligible customers.





- In 2020, the average Single-Family utility discount averages \$102.75 per month, while the Multi-Family discount averages \$57.
- In 2019, the UDP provided a total of \$16.6 million in credits to customers. In 2020, the program is anticipated to provide over \$19.0 million in credits.

The following table catalogues all of SPU's forms of customer assistance.

SPU Customer Assistance Catalogue

Program	Benefit	Frequency	Eligibility
Emergency Assistance Program (EAP)	Credit of 100% of the bill balance, up to \$448 in 2020. Pending Change: SPU has received Council authority to receive customer donations to provide additional assistance (up to \$200) to eligible customers. Program is estimated to begin in November 2020.	Once per year (twice per year if household has minor children).	 Income at 80% of State Median Household Income. Single Family Household only. If renting, must have a SPU or SCL bill in tenant's name.
Utility Discount Program (UDP)	50% discount (off actual consumption for Single Family Households, and off typical consumption for Multi-Family Households.) Single family household receive the credit directly on their bill, and Multi-Family Households see the discount reflected on their SCL account.	Every bill while enrolled in the program.	Income at 70% of State Median Household Income.
Fast Track Enrollment Pilot	Allows customers to enroll in UDP program with significantly less paperwork, by asking enrollees to selfattest their income eligibility.	Pilot going through December 31, 2020.	Customers must receive a fast track form as part of the pilot project. Not available to all customers at this time.
UDP Shut-off Pilot	Gives customers enrolled in the UDP program an extra week to reach out about emergency assistance before a shut-off. Increased communication from SPU for these groups.	Ongoing.	Customer must be enrolled in UDP program and be facing a shut-off.
Leak Adjustment Policy (Effective May 25, 2020)	Water and sewer bill adjusted at 100% above normal consumption for all customers, except 50% sewer above normal consumption for commercial customers for indoor leaks.	One adjustment per calendar year.	Outdoor and indoor leaks.
Payment Plans – SEE COVID POLICY FOR CURRENT BENEFIT	Allows payment plan for current or outstanding debt. Requires a down payment of 25% for current balance, and 50% for past-due. The term is up to 60 days.	As needed.	All bills.

Payment	Allows payment plan of up to three	As needed.	Only available upon receipt
Arrangements	years. No down payment required.		of an unexpected, higher
			than normal bill (e.g. back-
			billing.)

COVID-Specific Policies

Program	Benefit	Frequency	Eligibility
Suspension of Shut-Offs	Will not shut-off customers (residential or commercial) through the end of the year.	Through 2020	All customers (with special review for Top Customers.)
Waiver of interest on delinquent accounts	Customers with delinquent accounts will not be charged interest on past due balances, per the emergency legislation from the Mayor's Office.	Through 2020	All customers.
Flexible Payment Plans – Residential	Do not require down payment for payment plan, even with past-due balance. Term is up to 120 days. Payment plans can be renewed, and (soon) completed online.	Through 2020	Residential customers.
Flexible Payment Plans – Small Business	Reach out proactively to set up payment plans. Do not require down payment.	Through 2020	Small businesses.

Fund	Program Area	Description	Major CIP Projects	2021- 2026 Projection
Drainage and Wastewater	Combined Sewer Overflows	This program consists of projects that are mandated by State and Federal regulations to control combined sewer overflows into the City's receiving waters.	Ship Canal Water Quality Project	\$375M
			Future CSO Projects	\$65M
	Flooding, Sewer Backup, and Landslides	This program prevents and reduces flooding and sewer backups in order to protect public health, safety, and property.	South Park Pump Station, Water Quality Facility, and conveyance improvements	\$93M
			Sanitary Sewer Overflow Capacity	\$52M
	Protection of Beneficial Uses	This program improves the drainage system to reduce the harmful effects of stormwater runoff on creeks and receiving water bodies and preserve the storm water conveyance function of our creeks through stream culvert repair and rehabilitation.	Green Stormwater Infrastructure	\$131M
			Creek Culvert Replacement Project	\$46M
	Rehabilitation	This program repairs, rehabilitates, or replaces existing drainage and wastewater assets to maintain or improve the current functionality level of the system.	Pipe Renewal Program	\$193M
			Pump Station and Force Main Improvements	\$48M
	Sediments	The Sediments program provides funding for studies and analysis for cleanup of contaminated sediment sites in which the City is a participant, for engineering design and construction of actual cleanup of contaminated sites, and for liability allocation negotiations.	Sediment Remediation	\$50M
	Shared Projects	This program includes individual capital projects that benefit multiple Lines of Business (LOB) (e.g. the Water LOB and the Drainage and Wastewater LOB) and which costs are "shared," or paid for by more than one utility fund.	Transportation-Related Projects	\$80M
	Technology	The Technology CIP provides departmentwide technology investments to address SPU's strategic, business, and City-wide priorities. Project costs are shared by more than one utility fund.	Technology	\$27M

Appendix C: 2021 – 2026 Major CIP Investments

Fund	Program Area	Description	Major CIP Projects	2021- 2026 Projection
Water Fund	Distribution	This program rehabilitates and improves water mains and appurtenances, water storage tanks, pump stations, and other facilities that are part of the system that distributes treated water.	Watermain Rehabilitation	\$113M
	Transmission	This program rehabilitates and improves large transmission pipelines that bring untreated water to - and convey treated water from - the treatment facilities.	Seismic System Improvements	\$48M
	Water Quality and Treatment	This program constructs, rehabilitates, or improves water treatment facilities, and covers the remaining open water reservoirs.	Bitter Lake Reservoir Covering	\$45M
			Lake Forest Reservoir Covering	\$10M
	Shared Projects	This program includes individual capital projects that benefit multiple Lines of Business (LOB) (e.g. the Water LOB and the Drainage and Wastewater LOB) and which costs are "shared," or paid for by more than one utility fund.	Transportation-Related Projects	\$119M
	Technology	The Technology CIP provides departmentwide technology investments to address SPU's strategic, business, and City-wide priorities. Project costs are shared by more than one utility fund.	Technology	\$25M
Solid Waste	New Facilities	This program includes the planning, design, and construction of new facilities to enhance solid waste operations.	South Transfer Station Phase II	\$36M
Fund			South Park Development	\$17M