



Meeting Agenda

Ad Hoc Committee on Housing Affordability

City Hall
601 4th Avenue E
Olympia, WA 98501
Information: 360.753.8244

Wednesday, April 19, 2017

5:30 PM

Council Chambers

1. CALL TO ORDER

2. ROLL CALL

3. APPROVAL OF AGENDA

4. APPROVAL OF MINUTES

4.A [17-0432](#) Approval of April 3, 2017 Ad Hoc Committee on Housing Affordability Meeting Minutes

Attachments: [Minutes](#)

5. COMMITTEE BUSINESS

5.A [17-0407](#) Consideration of the Responses of Other Communities that Have Engaged in Coordinated Efforts to Address Housing Affordability and Homelessness

Attachments: [March 30th Housing Forum Notes](#)
[Bellingham Home Fund Summary](#)
[Bellingham Home Fund Link](#)
[Vancouver Affordable Housing Fund](#)
[Seattle Housing Levy](#)
[Everett Comm Strts Init Final Rpt](#)
[Everett Comm Strts Init Update_Aug.2015 \(1\)](#)
[RCW 84.52.105 Affordable Housing Levy](#)

5.B [17-0385](#) Review the Downtown Strategy Recommendations regarding Homelessness and Affordable Housing

Attachments: [Housing Element](#)
[Housing Affordability Memo](#)
[Homelessness Element](#)
[Development Incentives Element](#)
[Tool Box](#)
[Link to Downtown Strategy Webpage](#)

5.C [17-0399](#) Overview of Thurston County Homeless Service Network's Coordinated Entry System and the Vulnerability Index

Attachments: [Client Flow in Coordinated Entry](#)
[Vulnerability Index - Triage Tool](#)

6. REPORTS AND UPDATES

7. ADJOURNMENT

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City Hall
601 4th Avenue E.
Olympia, WA 98501
360-753-8244

Ad Hoc Committee on Housing Affordability
Approval of April 3, 2017 Ad Hoc Committee on
Housing Affordability Meeting Minutes

Agenda Date: 4/19/2017
Agenda Item Number: 4.A
File Number: 17-0432

Type: minutes **Version:** 1 **Status:** In Committee

Title

Approval of April 3, 2017 Ad Hoc Committee on Housing Affordability Meeting Minutes



Meeting Minutes - Draft

Ad Hoc Committee on Housing Affordability

City Hall
601 4th Avenue E
Olympia, WA 98501

Information: 360.753.8244

Monday, April 3, 2017

5:30 PM

Council Chambers

1. CALL TO ORDER

Councilmember Hankins called the meeting to order at 5:32 p.m.

2. ROLL CALL

Present: 3 - Chair Julie Hankins, Committee member Jim Cooper and Committee member Jeannine Roe

OTHERS PRESENT

Steve Hall, City Manager
Keith Stahley, Community Planning and Development Director
Phil Owen, Executive Director of SideWalk
Meg Martin, Interfaith Works

3. APPROVAL OF AGENDA

The agenda was approved.

4. APPROVAL OF MINUTES

- 4.A** [17-0327](#) Approval of March 10, 2017 Ad Hoc Committee on Housing Affordability Meeting Minutes

The minutes were approved.

5. COMMITTEE BUSINESS

- 5.A** [17-0360](#) Meeting with Representatives from Thurston County and the Homeless Housing HUB to Understand the County's Five Year Plan

Phil Owen, Executive Director of SideWalk, gave a presentation on the goals and strategies of the homeless housing plan. The 5-year goal outcome is to achieve functional zero unsheltered homelessness overall. The strategies for reaching the desired outcome are:

- Increase inventory of diversion, rapid rehousing, and Permanent Supportive Housing (PSH)
 - objective 1: successfully identify and divert all applicable households
 - objective 2: quickly rehouse all eligible households
 - objective 3: develop sufficient PSH stock to serve the most vulnerable

- objective 4: solidify existing shelter capacity without undercutting resources for housing
- Provide adequate support services for housing stability
 - objective 1: ensure that voluntary supportive services and flexible retention funds are available to all people placed into permanent housing to prevent a reoccurrence of homelessness should the household face a crisis that threatens housing stability
 - objective 2: increase job and income growth for people placed into permanent housing once housing stability is achieved

The discussion was completed.

5.B [17-0363](#) Homeless Services System and Affordable Housing Options Briefing

Meg Martin, with Interfaith Works, presented the Warming Center 2017 year-end report. Some successes with the Warming Center were:

- Served high numbers of people with little to no other options of places to be
- Served primarily the most vulnerable people experiencing chronic homelessness, who are statistically most likely to die if they are left out of services
- Created a stronger partnership and coordination with Community Youth Services outreach team due to serving higher numbers of young adults
- Worked with Family Support Center for the families with children we served
- Partnerships formed
- Heard many anecdotal reports from businesses, city staff, residents and organizations that the rest of downtown was reportedly quiet
- Data collection

Some challenges were:

- Lack of adequate outdoor space
- Inadequate building
- Impact on immediate neighbors
- Low staffing ratio/under-funded
- No pet relief area
- Ongoing stigma

Mr. Stahley gave a presentation on the initial review of services and housing gaps in Olympia. Data from the 2016 'Point in Time' survey was discussed. Some of the data collected was:

- 211 out of the 342 individuals that participated in the survey are from Thurston County
- 205 of the people surveyed reported at least one disability
- 39% of those that reported specifically stated mental health disabilities
- 27% of those that reported specifically stated permanent physical disabilities

The information was received.

6. REPORTS AND UPDATES

Mr. Stahley provided information for the next meeting. It will be held on Wednesday April 19, 2017. There will be three items on the agenda: comparing and discussing ideas from other cities, discussion on the Downtown Strategy and discussion on coordinated entry system and the vulnerability index.

7. ADJOURNMENT

The meeting was adjourned at 7:25 p.m.



Ad Hoc Committee on Housing Affordability

Consideration of the Responses of Other Communities that Have Engaged in Coordinated Efforts to Address Housing Affordability and Homelessness

Agenda Date: 4/19/2017
Agenda Item Number: 5.A
File Number: 17-0407

Type: discussion **Version:** 1 **Status:** In Committee

Title

Consideration of the Responses of Other Communities that Have Engaged in Coordinated Efforts to Address Housing Affordability and Homelessness

Recommended Action

Committee Recommendation:

Not referred to a committee

City Manager Recommendation:

Provide feedback and direction on ongoing efforts to develop a meaningful response to housing affordability and homelessness issues.

Report

Issue:

Whether to discuss the work of other communities such as Bellingham, Vancouver, Everett, or Seattle that have engaged in coordinated efforts to address housing affordability and homelessness.

Staff Contact:

Keith Stahley, Director Community Planning and Development Department 360.753.8227

Presenter(s):

Keith Stahley, Director Community Planning and Development Department
Mike McCormick Home Fund

Background and Analysis:

On March 29, 2017, the Home Fund held a forum on housing. The forum featured speakers from Bellingham and Vancouver Washington. Both of these communities passed housing levies in the past five years. A copy of the notes from that forum is attached.

Bellingham Summary:

In 2012, Bellingham voters approved a property tax levy of \$21 million over a 7-year period (2013-

2019) to provide, produce, and/or preserve affordable housing. Two-thirds of the funding must benefit those households earning less than 50 percent of the Area Median Income (AMI). Additional information about Bellingham's Home Fund can be found in the attachments linked below.

The City of Bellingham's levy was approved for inclusion on the 2012 ballot in January of 2012 and passed in November of 2012.

In addition to the Home Fund, Bellingham has a rental registration and inspection program.

Vancouver Summary:

In January 2016, following eight months of discussion by the City of Vancouver's Affordable Housing Task Force, City Council reviewed several recommendations to address Vancouver's lack of affordable housing options. Creating a locally controlled affordable housing fund was identified as the first high priority option to move forward in 2016.

After exploring potential revenue sources for an affordable housing fund, a property tax levy was identified as the most practical and timely option. The State of Washington allows cities to enact a property tax levy for affordable housing if such a measure is approved by a majority of voters (RCW 84.52.105). Funds raised must serve very low-income households in Vancouver, defined as earning up to 50 percent of the area median income ("AMI").

Vancouver's proposed levy would raise \$42 million over seven years (\$6 million per year) for affordable housing and services available to very low-income residents. This Administrative and Financial Plan ("Plan") lays out objectives for the Vancouver Affordable Housing Fund and describes how funds would be managed and spent if approved by voters.

Vancouver's initiative began to take shape in May of 2015, was voted on for inclusion on the ballot in January 2016 and passed in November 2016. Vancouver's property tax went into effect on January 1, 2017 and affordable housing fund awards will begin being spent on projects in 2018.

As noted in the Olympia Housing Forum Notes, included as an attachment, Vancouver adopted regulations providing limited controls on the timing of rent increases, beyond 10 percent, on no cause evictions and on source of payment for low income housing. Vancouver also declared an emergency in accordance with RCW 84.52.105 (included as an attachment) and prepared an affordable housing finance plan as required by the plan (attached).

Additional information about Vancouver's Home Fund can be found in the attachments linked below.

Seattle Summary:

On August 2, 2016, voters in the City of Seattle approved \$290,000,000 housing levy. The levy is directed at creating affordable housing for low income Seattle residents. A copy of the 2016 Seattle Housing Levy fact sheet is included as an attachment.

Additionally Mayor Ed Murray and King County Executive Dow Constantine are moving forward with placing a funding measure on this fall's ballot aimed at funding a response to homelessness. On April 3, 2017, Mayor Murray unveiled a change of plans for raising money to combat homelessness. Instead of asking voters to approve a \$275 million property tax levy this year, as he had previously

promised, Seattle will partner with King County to run a 2018 ballot measure to raise regional sales taxes by 0.1 percent.

As elected officials and service providers promise, the new proposal will indeed be “bigger and bolder” as well as regional: Between 2018 and 2027 it would raise more than \$800 million, according to King County estimates. At this point there are no details available about the sales tax proposal.

The City of Seattle declared a housing emergency in November 2015.

Everett Summary:

In July 2014 Mayor Ray Stephanson convened the Everett Community Streets Initiative Task Force. The mission of the Task Force was to foster a vibrant and healthy community by better understanding the street-level social issues in Everett’s commercial core areas and identifying potential short- and long-term actions for the community to address those issues.

The final report, issued on November 13, 2014, identifies 63 recommended actions. The report notes the City’s commitment to develop a framework for implementing those recommendations and to report back to the Task Force by the end of March. This Draft Implementation Framework documents the work that has been done in furtherance of that commitment.

A copy of the City of Everett’s Community Streets Initiative and an August 2015 Status Report are attached. Items of note include the addition of a social service professional to the Everett Police Department and a contract with the United Way to provide an employee to help the City manage and implement the initiative. Everett did not pursue additional funding through a levy.

Neighborhood/Community Interests:

Affordable housing and homelessness and its impacts are of community-wide concern.

Options:

Receive the report and provide feedback. Consider options for future presentation to City Council.

Financial Impact:

None at this time.

Attachments:

March 30, 2017 Housing Forum Notes
Bellingham Home Fund Summary
Bellingham Home Fund Link
Vancouver Affordable Housing Fund Administration and Financial Plan
2016 Seattle Housing Levy Fact Sheet
Everett Community Streets Initiative
Everett Community Streets Initiative Update
RCW 84.52.105 Affordable Housing Levies Authorized

City Council Meeting

March 29, 2017

Councilmembers Present:

Mayor Pro Tem Jones
Councilmember Hankins
Councilmember Gillman
Councilmember Roe
Councilmember Bateman

Meeting: Olympia Housing Forum sponsored by the Home Fund.

The Agenda for the evening featured presentations from Greg Winter Executive Director for Opportunity for Bellingham, Washington, Alishia Topper Councilmember Vancouver, Washington, Andy Silver Executive Director Council for Homeless Vancouver and Phil Owen, Chair of the Home Fund.

Mr. Winter reviewed the projects that Bellingham has been able to accomplish since the approval of its housing levy in 2012. He noted that they have constructed 417 units out of the 614 that they have committed to build. There levy rate was .36/\$1,000 of assessed valuation and they anticipated generating approximately \$21,000,000 in revenues and that they have leverage the funds collected to date at a 7:1 ratio.

He stressed the importance of including supportive services in the levy and maintaining flexibility going forward.

Ms. Topper noted that Vancouver's process started with the creation of an Affordable Housing Task Force and was the result of a developer systematically evicting residents from a project without cause and with little prior notice.

She said that the City Council took early action on three issues to help to establish a more equitable rental environment. These actions were:

1. 60 day notice for no cause eviction,
2. 45 day notice for a rent increase of more than 10% and
3. no discrimination in source of income.

She said that Vancouver was facing an affordable housing crisis and that prompted their City Council to declare a state of emergency as provided in RCW 84.52.102.

Mr. Silver noted that the campaign kicked off two days after City Council placed the measure on the ballot. He said that key elements included the partnerships that were formed including those with non-profits and health care institutions. They created a brand (Bring Vancouver Home), held a forum once per week and knocked on 15,500 doors. They raised \$110,000 to support this effort. The measure passed in 2016 by 57.64%.

Mr. Owen spoke about the current vacancy rate being under 3% and that 499 highly vulnerable people are waiting for housing. He explained how the vulnerability index is being used to help to triage resources by placing the most vulnerable at the top of the list.

Question and Answer:

Bellingham's process started in January of 2012 and it passed in November of that same year. Vancouver started their process in May of 2015 and saw it pass in November of 2016.

There were a number of questions regarding how the tax increase would impact cost burdened households.

Bellingham Home Fund:

Information from the City of Bellingham's 2015 Consolidated Annual Performance and Evaluation Report

Bellingham Housing Levy (aka "Home Fund") In 2012, Bellingham voters approved a property tax levy of \$21 million over a 7-year period (2013-2019) to provide, produce, and/or preserve affordable housing. 2/3rds of the funding must benefit those households earning less than 50% of the Area Median Income (AMI). Most property owners pay their property tax in two installments; the first half taxes are due on April 30th and the balance on October 31st. As of June 30th, 2016, the City collected \$10,546,502 and had \$1,976,154 in reserve (not spent).

Levy Goals: The Housing Levy set a goal for both the Production of Rental Homes and the Preservation of Housing programs. The goal does not distinguish between either programs. The 7-year Levy goal is 417 units, with the City committing funds towards 568 units and 355 units completed. The following table identifies the number of units by program. Program Contract Target Units Finished Production 270 53 Preservation 298 302 568 355 With a Production Program fund balance of about \$4 million, the Production Program should be on target to support an additional 140 units of housing development over the course of the Levy.

Levy Goals: The Housing Levy set a goal for the Homebuyer program. The goal was 50 units over seven years, with 31 units committed and 11 completed.

Levy Goals: The Housing Levy set a goal for both the Rental Assistance and Supportive Services' programs. The goals are not distinct to the various aspects of the program (e.g. rental assistance versus services). The 7-year Levy goal is 2,250 persons or households (increased from 1,098 in 2015). The program has delivered services to 4,777 persons, far surpassing the Levy goals.

Levy Program - The Levy set aside 5.2% of the Levy funds for administrative purposes. These expenses include city interfund charges for management of the fund and procurement process, accounting for nearly half of the administrative expenses charged to the Levy.

Monitoring Fund The 2012 Housing Levy provides seven years of funding for both activities and administrative expenses. Some Levy programs require fifty years of ongoing commitment to affordable housing. This ongoing commitment is established through covenants and annual reporting requirements that must be monitored and reviewed by City staff. In order to meet this ongoing requirement, the City has established an annual monitoring fee, currently set at \$450 for projects with 10 or fewer housing units and \$450 + \$25 per unit for 11 or more units. A 10-unit project with a fifty year affordability requirement would require payment of \$22,500 into the monitoring fund. As of the end of the 2015 Action Plan year, the City has collected \$377,147 that is reserved for future administrative expenses directed towards monitoring.

Levy Program - The Levy requires funds to benefit low- (80% AMI or below) and very-low (50% AMI or below) income households. Two-thirds of the funding must be directed to very-low income persons or households.



[COB Home](#) [Services](#)

Housing and Human Services



Affordable Housing

is defined as affordable if a family spends no more than 30% of their income on housing



Funding Opportunities

Housing or human/social service programs funding opportunities



Bellingham Home Fund - NEW



Project Management

Vancouver Affordable Housing Fund

Administrative and Financial Plan

May 2016

Introduction

In January 2016, following eight months of discussion by the City of Vancouver's Affordable Housing Task Force, City Council reviewed several recommendations to address Vancouver's lack of affordable housing options. Creating a locally controlled affordable housing fund was identified as the first high priority option to move forward in 2016.

After exploring potential revenue sources for an affordable housing fund, a property tax levy was identified as the most practical and timely option. The State of Washington allows cities to enact a property tax levy for affordable housing if such a measure is approved by a majority of voters (RCW 84.52.105). Funds raised must serve very low-income households in Vancouver, defined as earning up to 50% of the area median income ("AMI").

The proposed levy would raise \$42 million over seven years (\$6 million per year) for affordable housing and services available to very low-income residents. This Administrative and Financial Plan ("Plan") lays out objectives for the Vancouver Affordable Housing Fund and describes how funds would be managed and spent if approved by voters.

Timeline

In accordance with state regulations at RCW 84.52.105, a final version of the Plan must be adopted by Council prior to any levy funds being generated. The following is an estimated timeline based on a general election ballot measure:

- November 2016 – Ballot measure put before voters
- December 2016 – Deadline to adopt Administrative and Financial Plan
- January 2017 – Property tax increase effective January 1st (if measure passes)
- 2018 – Affordable Housing Fund awards spent on community projects

Program Objectives

Four primary objectives will guide implementation of the Vancouver Affordable Housing Fund. The City will strive to:

- Create and preserve affordable homes for residents 50% AMI or lower, promoting housing opportunity and choice throughout the City.
- Contribute to efforts to end homelessness by providing housing and services for individuals and families who are homeless or at risk of homelessness.
- Collaborate with nonprofit and for-profit developers and agencies to promote a variety of housing choices, including units in mixed-income developments.

- Leverage City investments with other funding sources to maximize the number of quality affordable housing units that are created or preserved each funding cycle.

Levy Amount, Tax Rate, and Duration

The proposed levy could generate \$42 million over seven years (\$6 million annually) for Vancouver Affordable Housing Fund projects.

Based on current assessed values, a levy of \$6 million annually translates to additional taxes of approximately \$0.36 per \$1,000 of assessed value for property owners. For a home valued at \$250,000, this is equal to \$90 in additional taxes per year.

The amount of funds collected would be capped at \$6 million annually. As the city's assessed value changes due to shifts in property values or the number of taxable properties in Vancouver, the levy rate may also change to generate \$42 million over the seven-year period. For example, if there is an overall increase in property values, the rate charged to each property owner would adjust downward accordingly.

Taxes collected for the Vancouver Affordable Housing Fund will be held in a dedicated account that is separate from the City's general fund. The money may be spent only on eligible uses and cannot be diverted to cover other City expenses.

Eligible Fund Uses

The Vancouver Affordable Housing Fund may only be used to serve households at 50% AMI or below. Collected funds will be deposited into a restricted account that can only be used for housing and services for this population. The 2016 income levels established by HUD are:

- 1-person household - \$25,700
- 2-person household - \$29,350
- 3-person household - \$33,000
- 4-person household - \$36,650

The City will provide funds to community partners (for-profit and non-profit developers, property owners and housing/service providers) for acquisition, construction, and preservation of rental housing and assistance to very low-income homeowners to make critical repairs. The money will also support shelter, housing and services for people who are homeless or at risk of becoming homeless.

The Vancouver Affordable Housing Fund may be used for three activities serving households at 50% AMI or below:

- **Housing Production:**
 - Provide funds to developers (non-profit and for-profit) for construction of new affordable rental housing (state prevailing wages apply).

- Provide funds to developers (non-profit and for-profit) for acquisition/purchase of land or property for affordable housing development.
- Provide incentives to property owners to convert existing market-rate units to affordable units.
- **Housing Preservation:**
 - Provide funds to property owners to rehabilitate existing multifamily housing to correct health, safety and livability problems.
 - Provide funds to very low-income homeowners to make basic repairs and accessibility improvements.
 - Provide funds to publicly subsidized projects (e.g., 20-year affordable tax credit project) with expiring affordability periods to ensure continued affordability.
- **Homelessness Prevention:**
 - Provide funds to non-profit service providers for rent vouchers and stability services.
 - Provide funds to non-profit service providers to build shelters and housing serving people who are homeless.
- **Implementation:** Resources for staff to develop contracts, manage the program and conduct annual monitoring for compliance.

Program Goals

The City estimates serving approximately 330 households annually. However, this number does not include additional units or households that may be created or served by leveraging Vancouver Affordable Housing Fund investments with other funding sources.

The chart below describes the proposed allocation of funds among eligible uses and estimated number of units and households assisted. If the pool of projects in a given award cycle does not support this funding breakdown, allocations may be shifted between uses as appropriate.

	Annual funding 2017-2023	Funding breakdown by use	Amount per unit or household	Annual units or households assisted	Total funding (7 years)	Total units or households assisted (7 years)
Levy Revenues	\$6,000,000	-	-	-	\$42,000,000	-
USES						
Housing Production	\$2,400,000	40%	\$50,000	48 units	\$16,800,000	336 units
Housing Preservation	\$1,620,000	27%	\$25,000	65 units	\$10,500,000	454 units
Homelessness Prevention						
Rent Vouchers and Services	\$1,500,000	25%	\$7,000	214 households	\$10,500,000	1,500 households
Temporary Shelter	\$300,000	5%	TBD	TBD	\$2,100,000	# beds TBD
Implementation	\$180,000	3%	-	-	\$1,260,000	-
TOTAL	\$6,000,000	100%	-	332 units/households	\$42,000,000	2,290 units/households plus # shelter beds TBD

Leveraging Additional Dollars/Units

The number of units and households listed above will be directly impacted. The funding awarded for housing production will leverage additional units both market rate and affordable.

For example, in 2015, the City provided \$200,000 of federal funds to leverage an additional 6 million dollars resulting in 30 units of affordable housing.

Household Eligibility

In accordance with RCW 84.52.105, the Vancouver Affordable Housing Fund will be limited to serving very low-income households, defined as earning up to 50% of the area median income (AMI). Very low-income limits are provided annually by the U.S. Department of Housing and Urban Development. See chart below for current income limits and rents.

Very Low-Income (50% AMI) Limits and Rents

1-Person Household		2-Person Household		4-Person Household	
Annual income	Max. affordable rent	Annual income	Max. affordable rent	Annual income	Max. affordable rent
\$25,700	\$643	\$29,350	\$734	\$36,650	\$916

Funding Priorities

Several higher-need populations exist among Vancouver’s very low-income households. To best meet the needs of these residents, the Vancouver Affordable Housing Fund will prioritize projects and programs serving:

- Senior households (must include one or more individuals age 62 or over);
- People who are homeless;
- Families with children; and
- People with special needs, including but not limited to:
 - Individuals with disabilities;
 - Individuals with mental/behavioral health or substance abuse issues;
 - Victims of domestic violence; and
 - Veterans.

Geographic Focus

The program is not targeted to specific neighborhoods. Funds will be available to housing projects located within the city limits of Vancouver and to programs serving Vancouver residents.

Award Process

Awards will be allocated through an annual application process in combination with the Community Development Block Grant (CDBG) and HOME Investment Partnerships Program (HOME) awards. The program year begins July 1st and runs through June 30th of the following year. Applications may be provided on a rolling basis if the need arises.

The application is being developed and will be available online.

Eligible Costs

Funds will be disbursed to awardees on a reimbursement basis for eligible costs, which include but are not limited to:

- Appraisals
- Architectural fees
- Closing costs
- Construction, including sales tax
- Development fees and permits
- Engineering fees
- Environmental assessments and fees
- Inspections and surveys
- Insurance
- Interest
- Financing fees

- Replacement reserves
- Professional services
- Purchase/acquisition
- Rental assistance
- Case Management costs for services
- Rent buy-down

Eligible Fund Recipients

Through the City selection process, priority will be given to applicants with a demonstrated ability to develop, own, and/or manage affordable housing. Applicants that do not have previous experience in these areas will be expected to propose an appropriate relationship with an entity that does have this experience.

Eligible fund recipients are:

1. Nonprofit agencies: Eligible nonprofits must have a charitable purpose. The City's preference is to provide funding to nonprofit borrowers that have established housing as a primary mission. Private nonprofit agencies will be required to submit articles of incorporation and an IRS letter as proof of nonprofit status.
2. Any corporation, limited liability company, general partnership, joint venture, or limited partnership created and controlled by a nonprofit or public corporation in order to obtain tax credits or for another housing-related objective approved by the City.
3. The Vancouver Housing Authority (VHA).
4. Private for-profit firms/property owners: Eligible for-profits must have experience developing, owning, and managing multifamily rental housing. Private for-profit firms can include partnerships between one or more firms, such as a building contractor and a property manager. Private for-profit firms may also partner with nonprofit or public agencies as needed to provide sufficient capacity to develop, own and operate housing on a long-term basis.
5. Homeowners. Low-income homeowners where projects are managed and overseen through a housing and/or rehabilitation program operated by the City of Vancouver, Habitat for Humanity, or other program as approved by the program manager.

Financing Methods

Housing production and preservation

Financing through the Vancouver Affordable Housing Fund for acquisition and capital projects will be made available as half grant/half loan, secured by the property unless otherwise allowed. Loan conditions are meant to promote and encourage long-term use of properties for low-income housing. The City may deviate from the loan terms and conditions depending on the cash flow of the project.

- **Loan terms** - The loan terms for capital projects may be in the form of either:
 - 50% grant and 50% loan at 1% simple interest repaid over 10 years; or
 - Deferred grant.

- **Affordability Requirement** - The property will be secured by a deed of trust that states the units will be available to a household at 50% AMI for 20 years.
- **Covenant** - A covenant will be recorded against the property that requires continued use of the property for very low-income housing for the period of affordability and for any period for which the loan is extended.

The incentive structure for private property owners to convert existing market-rate units to affordable units is currently under review.

Homelessness prevention

Funding for services and rental assistance will be in the form of a grant. Funding for capital projects for people who are homeless will be negotiated based on project needs.

Use of funds owing to the City

Sale of a project during the loan term requires City consent. Loan payments to the City will be deposited into the Vancouver Affordable Housing Fund. Payments will be reallocated by the City to very low-income housing projects according to priorities established in the current Administrative and Financial Plan.

Affordability Period

There will be a required affordability period of up to 20 years for units built or preserved with levy funds. The affordability period will be secured with a covenant. If a property is sold during the affordability period, the award must be paid back proportionally.

Monitoring

Projects will require initial and ongoing monitoring to ensure that all Vancouver Affordable Housing Fund dollars are being used to assist households at or below 50% AMI.

Plan Amendments

The Vancouver Affordable Housing Fund Administrative and Financing Plan will be monitored and updated as needed. All changes will be approved with consultation of Vancouver City Council.



2016 SEATTLE HOUSING LEVY

Rental Housing

Produce and preserve 2,150 affordable apartments

Reinvest in 350 affordable apartments

Support operations for 510 affordable apartments

The primary focus of the Housing Levy is to fund affordable rental housing for low-income Seattle residents. The housing serves people with disabilities, seniors, families with children, formerly homeless individuals and families, and people working in low-wage jobs who might otherwise live far from the city. Levy funds can be used throughout the city for new construction of affordable housing or for preservation and improvements to existing buildings.

The Levy also reinvests in affordable housing to make critical capital improvements, thus extending the useful life of the building and the term of affordability.

Levy operating funds help fill the gap between rental income and building expenses. Along with rent assistance vouchers contributed by the Seattle Housing Authority, these funds enable Levy-funded housing to serve those with the highest needs and fewest resources, and also help secure federally funded homeless services and other supports for residents.

Preserve Affordable Housing

Provide loans for acquisition & rental rehabilitation

The Housing Levy provides short-term loans for strategic purchases of rental housing to preserve affordable rents for residents and also of land to be used for future housing projects. The loans will temporarily use funds from other Levy programs until those funds are needed. Levy loans can also help housing owners make critical repairs and then keep rents affordable for residents.

Homeownership

Assist 280 low-income homeowners

Levy funding assists low-income first-time home buyers purchasing in Seattle through down payment assistance loans that will be repaid to assist future borrowers, or investment in homes that will be held as affordable in perpetuity. Funds can also help stabilize existing low-income homeowners through emergency home repair grants or one-time loans to prevent foreclosure.

Homelessness Prevention

Assist 4,500 individuals & families

The Housing Levy provides short-term rent assistance and stability services for families who are at imminent risk of eviction and homelessness due to illness, loss of work, or other family emergency. People can get help to stay in their housing or move to a more stable and affordable home.

August 2nd Ballot

\$290 Million

Spanning 7 years

Median cost to Seattle homeowners:

\$122/year or \$10.17/month

(based on assessed value of \$480,000)

History

Since 1981, Seattle has voted five times to produce and preserve affordable housing. Each levy has exceeded its goals.

Seattle has now funded over 12,500 affordable homes throughout the city, provided loans to help over 900 households purchase their first home, and provided emergency rental assistance to 6,500 households at risk of eviction and homelessness. Levy-funded housing provides affordable rents for 50 years or more.



Seattle

More information: Seattle.gov/housing/levy





2016 SEATTLE HOUSING LEVY

Programs & Goals*

Rental Production and Preservation Program \$201,000,000

2,150 units produced or preserved

350 units reinvested

- Rental housing for low-income households, including people with disabilities, the elderly, homeless individuals and families, low-wage working people, and families with children.
- Reinvestment in existing affordable housing to make critical capital improvements.
- Rehabilitation of existing multifamily housing with affordability requirements imposed.
- Acquisition of affordable subsidized and market-rate buildings for long-term affordable rental housing.
- Program funds support housing that will serve families and individuals with incomes at or below 60% of median income.
- At least 60% of the sum of Program funds and Operating and Maintenance Program funds supports housing with rents affordable to individuals and families at or below 30% of median income. Housing will primarily serve households at or below 30% of median income; in limited cases housing may serve households up to 40% of median income.

Operating and Maintenance Program \$42,000,000

510 units supported

- Operating support for Levy-funded buildings, supplementing rent paid by residents at or below 30% of median income, including formerly homeless and other residents with supportive service needs.

Homelessness Prevention and Housing Stability Services \$11,500,000

4,500 households assisted

- Rent assistance and stability services for individuals and families at or below 50% of median income, to prevent eviction and address homelessness.

Homeownership Program \$9,500,000

280 households assisted

- Emergency home repair grants for homeowners at or below 50% of median income to assist with maintaining stable housing.
- Foreclosure prevention assistance for homeowners at or below 80% of median income who are at risk of losing their homes through foreclosure.
- Assistance to first-time home buyers at or below 80% of median income through home purchase loans, including models that create long-term affordability of ownership housing.
- Acquisition of affordable subsidized and market-rate buildings for alternative homeownership opportunities for households at or below 80% of median income.

Acquisition and Preservation Program Up to \$30,000,000

No additional funding; loans will be made with Levy funds not yet needed for other Levy programs.

- Short-term acquisition loans for cost-effective purchases of buildings or land for rental or homeownership development that will then be used to serve households at or below 80% of median income. This program will prioritize the acquisition of occupied buildings.

Administration \$26,000,000

9% of total funds.

* Anticipated Levy Programs as listed in Exhibit 1 of Ordinance #125028.

Everett Community Streets Initiative Task Force Report

November 13, 2014

Executive Summary

The Everett Community Streets Initiative Task Force was convened in July 2014 by Mayor Stephanson. The Task Force was composed of 23 members representing a broad cross section of the City, including business leaders, residents, the faith community, and leaders of the major nonprofit service agencies in Everett serving those with mental health and addiction problems and the homeless. The mission of the Task Force was to ***“foster a vibrant and healthy community . . . [by] better understand[ing] the street-level social issues in Everett’s commercial core areas and identify[ing] potential short- and long-term actions for the community to address those issues.”***

The Task Force met nine times, from July to November 2014. Task Force meetings were open to the public. The Task Force received dozens of written comments and held a public hearing to receive additional input. Task Force members had the opportunity visit with: local nonprofits, including a local mental health facility, a drug treatment program, a church feeding program; the Snohomish County Jail; and a panel of local downtown business owners. The group heard from local service providers, government leaders, and representatives from across the criminal justice system. Representative from Tacoma and Seattle presented their experience and recommendations to the Task Force. The group also looked at selected best practices from elsewhere in the country and reviewed the transcript of a focus group held in September with nearly 40 homeless individuals at the Everett Gospel Mission. Task Force work was supported by a team of local government staff leaders who sat at the table each meeting and actively participated in the deliberations as nonvoting members.









The street-level social issues that the City of Everett is experiencing are common to other urban centers throughout the State and the nation. In Everett, these issues are most visible in the highly compact City center. The situation is exacerbated by the fact that Everett is the County seat: downtown Everett is home to the County Jail and most of the major human services providers for the entire County. The street level social issues in Everett are serious, and are in large part—but not entirely – a symptom of poverty, homelessness, mental illness and addiction. The situation negatively impacts the quality of life in the area and vitality of local businesses. Public safety is perceived by many to be diminished. The situation also raises concerns for the well-being of the individuals on City streets.

The problems of urban homelessness, mental illness and addiction are complex and are addressed by many different public and nongovernmental agencies: the criminal justice system; emergency medical services and hospitals; human services and housing agencies. A successful response to the street level social issues in Everett will require a more coordinated response from all these parties—as well as the support and engagement of residents and the business community. The Task Force believes a strong, coordinated systems approach is needed to effectively address the street level social issues in Everett, and moreover, this effort must occur not just within Everett but countywide. Everett should not be the single locus of activity to address what are in fact countywide challenges.

This report identifies sixteen separate strategies and over sixty supporting action items that the Task Force believes should be pursued to address the street level social issues in Everett. The recommendations range from specific public safety measures, to expanding outreach to the street population, to enhancing services and treatment available to street populations, to increasing the supply

of shelter and permanent housing. In addition, the Task Force sees better public understanding, improved inter-agency coordination and communication, and selective advocacy as keys to success. The Task Force's highest priority recommendations are presented below—the first five of these are public safety action items now being pursued or endorsed by the City under the Mayor's direction.

The Task Force has asked to be reconvened in March 2015, and every six months thereafter for the next two years, to review the implementation plan to be developed for pursuing Task Force recommendations, and progress made over time. Progress on street level social issues in Everett is possible, and it is necessary. For Everett to become a vibrant and healthy community, we must care about all our citizens, and act, individually and collectively, to address the needs of all residents.

Everett Community Streets Initiative Task Force Priority Recommendations November 2014	
<i>Short-Term Actions:</i>	
	Alcohol Impact Area(s) – designate area(s) within the City in which the sale of high alcohol content, inexpensive single-serving take out products is prohibited.
	Amend the aggressive begging ordinance to prohibit panhandling at intersections and on median strips without changing the associated penalty for these offenses.
	Increase law enforcement presence in the commercial core areas (especially bike and foot patrols), and incorporate outreach to street populations into police and EMS services. Embed a social worker in EMS and police teams. Explore the use of qualified non-commissioned personnel if there are insufficient commissioned officers to implement this recommendation.
	Develop a multi-agency team of emergency medical, police, jail and hospital personnel to respond to frequent utilizers (identified in consultation with business and property owners) with individually tailored plans to improve functioning of such individuals and reduce the burden on these systems.
	Jail Transition Services Facility: Support the County's current proposal to convert the Carnegie Building, adjacent to the Jail, into a jail transition facility with services, caseworkers and temporary shelter for individuals released from Jail so they are not released onto the streets without resources.
	Expand use of therapeutic courts: Expand the City's existing Community Justice Alternatives program to include a drug court, and explore the feasibility of a homeless court and community court.
	Adjust jail release time from midnight to a reasonable hour when complimentary services are open.
	Ensure released inmates and other dislocated individuals (for example, those released from emergency rooms or other facilities) are returned to their place of origin or where relational support is present.

★ **Implement best practices at meal programs.** These include providing indoor waiting and serving areas, monitored restroom facilities and pro-active clean-up of neighboring areas, and engaging individuals served in the operation of the meal program where possible. Faith based communities should be convened twice a year for best practices training. Those offering meal programs should coordinate times and locations to best serve needs throughout the community.

★ **Map resources** available in Everett for people experiencing homelessness and others in need (time of day, type, location) so service providers, governments, and the community have a clearer picture of what is going on, where. This can also be used to help get information to those in need.

***Short- and Long-Term Strategies:** begin now—but expect this to take longer than 2 years to fully implement*

★ **Increase capacity of, and access to, drop-in day centers in the City,** by expanding hours, exploring the creation of additional centers and where possible expanding services and amenities available at day centers.

★ **Expand countywide capacity to effectively serve the specialized treatment needs of homeless populations,** including the creation of additional triage bed capacity, medical detox treatment beds for youth and the construction of an additional detox facility in South Snohomish County.

★ **Provide more shelter bed capacity to serve a range of populations in need.**

★ **Expand use of “Housing First” Model** to provide “low barrier” housing for chronically homeless individuals, after which they can begin to get treatment. Given that new housing is expensive to develop under traditional approaches, **explore efforts to develop low cost and non-traditional housing options** – with attached services –such as shared housing, shipping container housing, and subsidized micro-housing.

★ Replicate the successful **housing levy** model implemented in Seattle and Bellingham (either an Everett levy or a countywide levy) to accomplish a coordinated set of housing projects addressing community priorities. Leverage local funding by advocating for an increased allocation of **State Housing Trust Fund** dollars for in-City projects.

★ Everett and Snohomish County must **work with other cities and public agencies throughout the County to encourage them to address issues of homelessness in their own communities** so there is less pressure on Everett’s resources.

★ The City, County, service providers, and business community should **join forces to advocate for additional state, federal and private funding resources** to help address the City’s street level social issues. Treatment dollars, capital dollars, outreach dollars: all are needed.

Everett Community Streets Initiative Task Force Report

November 13, 2014

Introduction

- **Task Force Mission**

This Task Force was convened by Everett Mayor Ray Stephanson in late July, 2014, and charged to ***“foster a vibrant and healthy community . . . [by] better understand[ing] the street-level social issues in Everett’s commercial core areas and identify[ing] potential short- and long-term actions for the community to address those issues.”*** We chose to augment this mission in one respect: to ensure we also consider citywide impacts, including impacts of our recommendations on residential neighborhoods.

“Commercial core areas” are defined by the City to include downtown Everett (including the Everett Transit Center area), the Everett Mall, Evergreen Way (including the intersection at 41st), and Broadway.

As a Task Force, we share the Mayor’s vision that Everett become a vibrant and healthy community. A hallmark of this vision, in our view, is that our community cares about all its citizens and that we act, individually and collectively, to address the needs of all residents.

- **Task Force Membership**

We are a citizen group, and our role is advisory. Each of us was selected to serve on the Task Force by Mayor Stephanson. Our 23 members reflect a wide diversity of interests in Everett—business leaders from real estate, retail, restaurant, medicine, and law; residents; the faith community; and leaders of the major nonprofit service agencies in the City serving those with mental health and addiction problems and the homeless. Each of us was allowed to appoint an alternate to serve in our absence.

Our work was supported by a team of government staff leaders, who sat at the table with us and participated actively in our deliberations but were not voting members of the Task Force. This team brought an important depth of experience to our deliberations, and included the County Sheriff, County Director of Human Services, City Police Chief, Assistant City Fire Chief, Deputy City Attorney, City Economic Development Director, Neighborhoods and Community Services Executive Administrator, and the Director of the Everett Housing Authority.

A full list of our members and the support team is included at **Attachment A**.

- **Our Process**

The Task Force met nine times, for three hours each meeting. All our meetings were open to the public and were well attended, some by nearly 100 residents. We typically had 30 -50 people observe each meeting. We provided comment forms to get input from all attendees, and offered an ability to submit comments online. All comments submitted were transcribed and provided to us for our consideration. In addition, we conducted a public hearing on September 9, at which we heard testimony from 10

individuals. All our materials, including all the public comments, meeting summaries and presentations, and videos of all meetings were posted online on the City's website.

To begin our deliberations, we adopted a charter to guide our decision making process. We spent most of our first five meetings learning about the street level social issues in Everett. We began by learning about Everett's street populations—who they are, what challenges they face. The County Department of Human Services provided extensive data related to these questions and identified gaps in the existing data.

We heard from Police Chief Templeman and Sheriff Trenary about the crime issues in the City and the challenges at the County Jail. We heard from representatives of the criminal justice system—a Municipal Court judge, City prosecutor and public defender. We heard from government and nonprofit service providers and business and property owners in Everett. We heard from agencies that provide temporary and crisis housing in the City and from agencies providing permanent housing. At our fifth meeting, representatives from Tacoma and Seattle discussed their strategies and lessons learned in addressing street level social issues, and staff provided us materials about other selected programs around the Country.

A series of site visits were arranged for us, so that we could get a better understanding of the issues. We were able to visit local nonprofits, including a local mental health facility, a drug treatment program, a church feeding program, and the Snohomish County Jail. We also had the opportunity to meet with a panel of local downtown business owners to hear their concerns. A list of the site visits is presented at **Attachment B**.

We wanted to ensure that we heard the perspectives of homeless individuals. For this purpose, the Everett Gospel Mission conducted a focus group with approximately 40 men who are currently homeless. Three Task Force members attended this focus group and the Task Force was provided a transcript of the discussion (presented at **Attachment C**). Among the major "take-aways" from this focus group are:

- Virtually all the individuals said they would go into housing immediately if they could. They are not on the street by choice.
- There are a variety of barriers to getting into housing: lack of available units, lack of rental history or sufficient income, drug or alcohol use, or having a criminal record.
- Many expressed a desire to be able to access services to help them improve their situation—from health care, treatment and counseling, to job training.
- Many mentioned the desire to be able to have a job and contribute to the community.
- These individuals reject the stereotypes applied to them. They expressed concern about drugs and violence on the streets-- concern about their own safety, and theft of their few belongings.

After completing these informational meetings, a long list of potential recommendations was developed based on suggestions offered in our first six meetings. In addition, each Task Force Member was given the opportunity to suggest potential recommendations. We also formed three subcommittees, including Task Force members, staff, and others in the community, to bring back focused recommendations in three key areas:

- Criminal Justice
- Outreach and Emergency Services
- Permanent Housing and Wrap-Around Services

After some work to consolidate similar ideas, we ended up with 93 different items to consider. We used ballots to vote on each of these items and express our level of support for each. Per our charter, items supported by at least 80% of Task Force members voting were considered to be “**consensus**” items; items supported by at least 60% but less than 80% were considered to be “**recommended**” items. We discussed the results of the voting at our 7th and 8th meetings and made a number of adjustments. Using this process, we identified **40 consensus items** and **23 recommended items**. An additional 30 items did not receive sufficient support to be included as recommendations. Our consensus and recommended items are presented below in the form of **16 strategies**, each with a number of supporting **action items**.

At our last two meetings, we developed our list of **priority recommendations** and we reviewed and provided input into the drafting of this report, prepared by our independent facilitator.

The Challenge

The street-level social issues that the City of Everett is experiencing are common to other urban centers throughout the State and the nation. In Everett, these issues are most visible in our highly compact City center. The situation is exacerbated by the fact that Everett is the County seat: downtown Everett is home to the County Jail and most of the major human services providers for the entire County.

The Task Force identified the following street-level social issues and conditions to be of greatest concern:

- Street conduct and behaviors: aggressive panhandling, loitering, vandalism, public intoxication, urination and defecation, drug dealing; bizarre, unpredictable, disoriented or disturbing conduct and speech; and sleeping, lying and sitting on the streets.
- Physical conditions on the streets: litter, including alcoholic beverage containers and hypodermic needles; personal belongings stored or abandoned on sidewalks, in alleys and on other public and private property.
- Criminal conduct (in addition to the above): shoplifting, car prowls, theft and miscellaneous other crimes.
- Visible street homelessness.
- Mental illness and addiction problems suffered by many on the streets.

These issues are in large part—but not entirely – a symptom of poverty, homelessness, mental illness and addiction.

Task Force members and other community stakeholders and members of the public expressed the following concerns arising from or related to these street-level social issues:

- The quality of life, attractiveness of the area, and vitality of business activity in the City’s commercial core areas are adversely affected.
- Public safety in commercial core areas is perceived by many to be diminished.

- Concern that visible street homelessness in the commercial core areas make those areas less attractive to visitors.
- Concern for the well-being of individuals on our streets experiencing poverty, homelessness, mental illness and addiction.

*The Task Force identified a number of **constraints and obstacles to addressing these issues and concerns:***

Institutional challenges:

- Lack of an overall vision and focus on bringing together our currently fragmented criminal justice, emergency medical service (EMS), hospital, mental health and human services systems to better address these issues.
- Lack of communication and coordination among social service providers, government agencies, businesses and residents.
- Insufficient funding and service capacity to provide the addiction and mental health treatment and other services required to successfully address these issues.
- Insufficient supply of low-income permanent housing to meet the needs of the City's population.
- Insufficient police staffing to provide an increased presence in commercial core areas.
- Traditional criminal justice and law enforcement responses, while appropriate for many, are often ineffective, inappropriate, and too expensive to deal with street level social issues -- but effective alternatives to the traditional system are being deployed in limited ways in Everett.
- Governmental restrictions often make it difficult to site housing and services, which drives up the costs of these facilities.
- Possible misallocation of resources – too great a focus on “band aid” solutions, not enough on strategic solutions and root causes of street-level social issues.

Community conditions:

- Lack of permanent affordable housing in the City, coupled with a high percentage of the City's residents being “housing burdened” (paying over 30% of their income for housing).
- Community fears about the siting of services and housing facilities in their proximity.
- Lack of job and career pathway development for low income and homeless individuals.
- Unintended negative impacts on neighborhoods and businesses caused by services intended to respond to street level social issues.
- Lack of public understanding of some of underlying causes and complexity of the issues.
- Those in need lack the information about where to get help, and may lack the capacity to help themselves.

We believe that implementation of our recommendations can and will significantly improve these conditions.

Task Force Recommendations

Part 1: General Observations & Policy Recommendations

We are fortunate in this community to have many excellent service providers in the nonprofit and government sectors, who daily tackle the street level social issues in Everett. Street level social issues are extremely complex and many different government and non-profit agencies and service providers engage different segments of the population at different times. These many agencies and providers are often “siloe” in their activities, which can lead to fragmented service delivery and unintended consequences. We believe **a strong systems approach is needed to effectively address street level social issues in Everett**. Efforts must be coordinated. Agencies must evaluate actions by identifying and addressing cross-system impacts and coordinating between criminal justice, human services, housing and service provider systems/communities. **(12)**¹

Moreover, we believe this system analysis and engagement must occur not just within Everett, but on a countywide basis. **(72), 74(R)**. Everett should not be the single locus of activity to address what are in fact countywide challenges.

Part 2: Recommendations

We present our recommendations below by category. The Task Force identified six categories of challenge and developed recommendations within each:

Category 1: Improving Public Safety and Reducing Crime

Category 2: Providing More and Enhanced Services to Street Populations

Category 3: Providing More Housing and Shelter

Category 4: Improving Public Understanding

Category 5: Improving Inter-Agency Coordination and Communication


Category 6: Advocacy

Within each category, our recommendations are grouped by specific **strategies** with **supporting tactics/actions** identified for each strategy.

As noted, we tiered our recommendations into two levels: **consensus items** receiving support of at least 80% of the Task Force Members voting, and **recommendation items**, receiving support of at least 60% (but less than 80%) of Task Force members voting. In total, we identified 40 consensus items and 23 recommended items. An additional 30 items did not receive sufficient support to be included in the report. The full list of items considered, and voting results as adjusted by Task Force deliberations, are presented at **Attachment D**.

¹ Numbers correspond to ballot items. The ballot is reproduced at **Attachment D**. Items with the reference “**(R)**” received support of least 60% but less than 80% of Task Force members voting (“**recommended**” items); all other items are “**consensus**” items, receiving support from **at least 80%** of the Task Force members voting. Note that some items are presented in this report in different categories than they appear on the ballot, in an effort to logically organize the many recommendations into a manageable set of strategies.

Each of the 93 items was given a preliminary assessment by the City staff team as to its *cost* and whether it can be accomplished in the *short term* (1-2 years) or will take *longer* to accomplish (2-5 years). Staff also identified the *required parties* to participate in each item, as well as other *recommended partners*. Please refer to the final ballot at **Attachment D** for this information.

We determined it would be helpful to identify a subset of our many recommendations as **priorities**. Our **priority recommendations** are identified in this report with a star icon --  -- and are also presented in the Executive Summary.² Specifically, we identified both *short-term* and *longer-term* priorities:

- **Short term priorities** are items that we think can and should be implemented in the next year or two that will show immediate, visible results for the community. Many of these will require sustained effort beyond the initial implementation phase.
- **Longer-term priorities** are items that we think will make the biggest difference in the long term, and that we hope to see significant progress on in the next two to five years.

Category 1: Improving Public Safety and Reducing Crime

The Task Force recommends a mix of traditional and alternative strategies to improve public safety and reduce crime in the City's commercial core areas.

The challenge: The cost to the City of the traditional arrest-prosecute-incarcerate response is increasing dramatically. There are a small number of individuals in the City cycling through the system again and again at tremendous public cost. There is strong evidence that alternatives to traditional policing practices are more effective at reducing overall public costs and helping move people safely off the streets.


Policy goals: Criminal Justice practices should be evidence-based and cost effective to reduce recidivism and should not simply shift costs from one entity to another but should result in cost savings for the community as a whole. **(5)** Law enforcement and criminal justice entities should be transparent and accountable. Their practices should be driven, measured and tracked with meaningful data to show the community how they are affecting crime, recidivism, and street level social issues; data should be available to the public and practices should be modified periodically in response to the data. **(13)(R)**

We are pleased that Mayor Stephanson has announced his support for several of our priority action items in this Category; the items supported by the Mayor are identified below with an asterisk (*).



We identify four strategies in this category:

Strategy 1.1: Expanded use of effective traditional policing practices.

Supporting tactics/actions endorsed by the Task Force include:




-  **Alcohol Impact Area(s)** – designate area(s) within the City in which the sale of high alcohol content, inexpensive single-serving take out products is prohibited. **(3)***

² The Executive Summary table further combines and consolidates some of the priority recommendations identified in the body of this report.

-  **Amend the aggressive begging ordinance to prohibit panhandling at intersections and on median strips** without changing the associated penalty for these offenses. **(10).**^{3*}
-  **Increase law enforcement presence in the commercial core areas**, especially bike and foot patrols. Explore the use of qualified non-commissioned personnel if there are insufficient commissioned officers to implement this recommendation. **(16)***
- **Encourage City police officers to reside in Everett. (8)** This will help build communities ties between the police force and the community it serves.

Strategy 1.2: Expand efforts to divert non-violent homeless individuals and others suffering from mental illness and substance abuse problems to more effective, less expensive alternatives to detention.

Supporting tactics/actions endorsed by the Task Force include:




-  Develop a **multi-agency team of emergency medical, police, jail and hospital personnel to respond to frequent utilizers** (identified in consultation with business and property owners) with individually tailored plans to improve functioning of such individuals and reduce the burden on these systems. **(15)***
-  **Incorporate outreach to street populations into police and EMS services:** provide police and EMS personnel with training/information on available services to which to refer homeless individuals. Embed a social worker in EMS and police teams. This recommendation is based on a best practices model in Santa Monica, California, that the Everett Police Department has investigated and believes would be successful in Everett. **(11)***
-  **Expand use of therapeutic courts:** expand the City's existing Community Justice Alternatives program to include a drug court, and explore the feasibility of a homeless court and community court. **(2)**
- **Implement a work crew** as an alternative sentencing option in lieu of incarceration. The crew would focus on cleaning up (sweeping, litter pickup, etc.) commercial core areas most affected by litter, beer cans, graffiti and other by-products of street disorder. **(7)**

³ Two Task Force Members, Alan Dorway and Megan Dunn, dissent from the proposed changes to the aggressive panhandling ordinance, expressing concern with the possibility of subjective enforcement and a desire to prevent criminalization of homelessness. They strongly urge the Mayor to re-think this item, as they believe it will either move people toward more desperate measures or saddle the police with unenforceable ticketing.

- **Implement a collaborative, systemic review of the criminal justice system. (14)(R)**
The various partners in the Criminal Justice system –jails, courts, police, prosecutors, public defenders, EMS -- must be routinely and actively communicating with one another on ways to improve the effectiveness of the system. The City should provide leadership to ensure this communication occurs.

Strategy 1.3: Take steps to ensure individuals leaving the County Jail are less likely to become homeless.

Supporting Tactics/actions endorsed by the Task Force include:

-  **Jail Transition Services Facility:** Support the County's current proposal to convert the Carnegie Building, which is adjacent to the Jail, into a jail transition facility with services, caseworkers and temporary shelter for individuals released from Jail so they are not released onto the streets without resources. **(6)** The Carnegie Building has been vacant for several years, its interior stripped down; the County has secured a majority of the funding necessary for this project but a portion of the capital budget remains unfunded.*
-  **Adjust jail release time** from midnight to a reasonable hour when complimentary services are open. **(4)**
-  **Ensure released inmates and other dislocated individuals are returned to their place of origin or where relational support is present. (9)** *(See also Strategy 2.5—transport of dislocated and/or stranded individuals).*

Strategy 1.4: Provide skills and outreach services to businesses and residents in the commercial core areas to help reduce crime, more quickly identify emerging problems and ensure prompt response when problems arise.

Supporting tactics/actions endorsed by the Task Force include:

- Broader engagement of the business community in the **Crime Prevention Through Environmental Design** (CPTED) program currently offered by Everett Police. **(1)**
- **Implement a Business Outreach Support program**, similar to Tacoma's Business Outreach Support Specialist (BOSS) where a city staff person (not in the Police Department) is charged with working directly with local businesses impacted by unwelcome activities on or near their businesses, including support after hours and on weekends. **(33)**

Category 2: Providing More and Enhanced Services to Street Populations

The challenge: There are insufficient services to meet the needs of the City’s street populations. Outreach services, and a place to offer these services, are the necessary foundation for engaging homeless individuals and helping them to make the choice to get off the street and into needed treatment. Without access to day centers, homeless people have no option but to remain on the streets during the day. These facilities are also critical connection points for getting individuals access to treatment services and housing. Several such centers are currently operating in the City: Compass Health, Everett Gospel Mission, and Cocoon House. Additionally, the Recovery Café Project is scheduled to come on line later this year, subject to meeting funding needs.

Nationally, data shows that half of the adult homeless population were homeless as youth. The homeless youth count in the City spiked last year. Homeless youth are a population that in our view warrants more attention.

Many people who are homeless suffer from alcohol addiction and substance abuse problems. Snohomish County’s population has *tripled* since the first and only medical detox facility was opened in 1985—operated by Evergreen Manor in the City, with a total of 16 beds. Additionally, the triage bed facility in the City—used in lieu of more expensive (or unavailable) jail beds – is often at capacity. And, there are currently no medical detox beds available for youth in Snohomish County.

Homeless individuals also often suffer from mental illness. There is inadequate service capacity to meet the needs of these individuals—a challenge exacerbated by the State Supreme Court’s recent decision to require elimination of “boarding” of mentally ill individuals in hospitals and jails.



Church feeding programs provide vital services to homeless and non-homeless individuals and families, but neighboring businesses and residents have raised concerns about the external impacts of these efforts.


Policy goals: The Task Force recommends several strategies to build on existing services and programs in the City with the goal of making more effective use of these resources. Overall, additional funding for outreach and services is required to improve the situation. The Task Force endorses prioritizing support for services for children under 18, then for young adults (18-24), and then older populations. **(23)** Generally, we recommend prioritizing support for programs that help people demonstrating a willingness to help themselves and go to treatment, but affirm the importance of Housing First programs targeting special sub-populations of the chronically homeless. **(34) (R)** (See also: **Strategy 3.2.**) We also note the importance of ensuring services are accessible via public transportation. **(37)**

We identify six strategies in this category:

Strategy 2.1: Increase capacity of, and access to, drop-in day centers in the City.

Supporting tactics/actions endorsed by the Task Force include:

-  Expand the hours of existing drop in centers. **(20)**
-  Explore the need/feasibility of establishing additional centers. **(20)**

-  Where possible, expand services and amenities available at day centers (e.g., showers, laundry). **(20)**
- Careful consideration must be given to minimizing impacts on commercial core areas and neighborhoods. One specific tactic of this nature: Request accommodation by the Health Department to allow Compass Health clients to smoke in a less visible location than the sidewalk and lawn on Broadway, one of the City's gateway arterials. Help other facility operators as appropriate secure similar accommodations. **(54)(R)**




Strategy 2.2: Expand availability of basic service facilities available for homeless individuals in commercial core areas of the City.

Supporting tactics/actions endorsed by the Task Force include:

- Establish a **unified call-center and a one-stop service center** for chronically homeless individuals. Ideally, the service center would be located near transit services. Services would include, for example, medical and dental care and assistance applying for Medicaid, SSI and other benefits. **(21)**
- Multiple small outreach sites for information on available services** should be installed around the City. **(22)**
- Have **mailboxes** available for homeless to help them get jobs and provide outreach for these services at feeding programs. **(26)**
- Explore options for **expanded public restroom access** to reduce negative impacts from street populations on the Everett Public Library, Transit Center and commercial core areas. Map existing public restrooms where street populations are welcome and provide signage downtown to direct people to these facilities. Explore the feasibility of urban rest stops and public restroom solutions. **(27)**
- Offer safe storage facilities** for homeless people to leave their belongings. **(56)(R)**

Strategy 2.3: Expand countywide capacity to effectively serve the specialized treatment needs of homeless populations.

Supporting tactics/actions endorsed by the Task Force include:

-  Fund and establish additional **triage bed capacity**. **(29)**
-  Fund and establish **medical detox treatment beds for youth**. **(29)**
-  Support construction of the proposed **South County detox facility**. **(29)**

- Fund and establish additional **mental health care treatment capacity** to serve homeless populations. **(25)**
- Change City funding policy to allow programs providing alcohol and drug treatment services to apply for City Human Needs Funding dollars. **(42)(R)**
- *See also Strategy 6.1* regarding funding advocacy.

Siting of treatment facilities must be sensitive to minimizing impacts on commercial core areas and neighborhoods.


Strategy 2.4: Expand outreach services to both homeless youth and adults.

Supporting tactics/actions recommended by the Task Force include:

- **Expand funding for youth and adult outreach services** to ensure pro-active, ongoing outreach to street populations. This includes our recommendation above to embed social workers with police and EMS staff. **(24)**
- Funding should support active outreach at **target sites** including meal programs, the library, transit center, day centers and other identified spots where street level social issues arise. **(24)**
- **Increase resources for outreach training, and coordinate training between systems** (first responders, volunteers from faith-based communities, homeless service providers) on Mental Health First Aid and First Aid, volunteer safety, and outreach best practices. Ensure these individuals know what community resources are available so they can better support street populations and refer individuals to appropriate and available supportive services. **(30)**
- **Expand outreach to individuals living in homeless encampments.** We endorse a model such as that deployed by Tacoma and urge expanded use of existing PATH (Projects for Assistance in Transition from Homelessness) resources for this effort, which should identify, clean-up and monitor homeless encampments, and connect displaced individuals with housing, treatment and other services. **(38) (R)**

Strategy 2.5: Take steps to keep people from becoming homeless in the first place.

Supporting tactics/ actions endorsed by the Task Force include:

-  **Transport dislocated and/or stranded individuals:** identify people who have been dislocated to Everett (including those released from jail and emergency rooms), and return them to their families or other location where they have a support system. **(28)** (*See also Strategy 1.3*—transport of those released from jail.)

- **Support job training programs (26).**
- **Establish a flexible** fund for meeting one-time, short-term needs of precariously housed individuals, including emergency rent and utility payments, to prevent homelessness and reduce the need for more costly interventions. **(35) (R)**

Strategy 2.6: Ensure the City’s multiple faith-based feeding programs operate with best practices and engage them in helping to reduce potential negative impacts on neighboring businesses/residents.

Supporting tactics/ actions endorsed by the Task Force include:

- **Implement best practices at meal programs.** These include providing indoor waiting and serving areas, monitored restroom facilities and pro-active clean-up of neighboring areas, and engaging individuals served in the operation of the meal program where possible. Faith based communities should be convened twice a year for best practices training. Those offering meal programs should coordinate times and locations to best serve needs throughout the community. **(36)**
- Explore ways to **consolidate locations of church feeding programs**, allowing them to continue their faith-based mission but at fewer locations. **(40)(R)**
- **Increase communication** between churches offering feeding programs and neighboring businesses. **(68)(R)**

Category 3: Providing More Housing and Shelter

The challenge: Many of the street level social issues in the City are driven by the presence of a homeless population in the commercial core areas. And, at the most basic level, people will remain homeless if there is no housing for them to go to.

There is inadequate temporary shelter capacity in the City: the largest shelter, the Everett Gospel Mission, in addition to filling all its shelter beds has dozens of men sleeping on the floor each night, and turns away hundreds of people each month. There are a total of 209 emergency shelter beds in the City for adults; only 8 for unaccompanied youth. There are *no beds available* for youth with criminal records. The 2014 Point in Time Homeless Count for the *County* identified 83 unaccompanied homeless youth. Nationally, estimates are that half of homeless adults were homeless as youth.

To provide some context, the table below summarizes the “Point in Time” (PIT) Counts for chronically homeless individuals and unaccompanied youth *in Everett*, per the last four annual “PIT Counts.” Note that it is generally agreed that PIT counts *understate* the number of homeless individuals, and *homeless individuals are only one aspect of the street level social issue challenges in the City*; some of the challenges observed are not attributable to the homeless, but to other individuals.

Everett Point in Time Homeless Count Data ⁴				
Year	2011	2012	2013	2014
Unaccompanied Youth	25	22	18	33
Chronic homeless Adults	132	118	114	119

Source: Snohomish County

There is also a lack of *permanent housing* for individuals who have an array of health challenges—mental illness, alcohol abuse, substance abuse. There are 40 permanent housing units for persons with mental illness provided in downtown Everett by the Compass Center. There is a waiting list to access these units. There are total of 603 permanent supportive housing units available to individuals in Everett. The Everett Housing Authority has a waiting list of 5650 households seeking a variety of housing.⁵

Everett also has a large number of residents that are housing burdened: over half the City’s residents pay more than 30% of their gross income for rent. The City reports that 12,000 Everett households cannot afford median rent. There is a thin line between being housed and being homeless: we were told that having as little as \$1,800 is the average reserve required to weather job or health issues and remain housed. Attention must be paid to ensure the situation does not get worse.

Recommendations in this category are the most expensive and long-term to implement, but are foundational to solving the problems of street level social issues. The challenge is large, but not insurmountable. Progress can be made: the City of Tacoma, through a combined effort of expanded outreach and use of the “Housing First” model has reduced its downtown chronic homeless population by 60% since 2005.

The Task Force identifies two strategies in this category:

⁴ **Unaccompanied youth** are 17 and under, homeless, and not in the physical custody of a parent or guardian. The numbers of unaccompanied youth include those counted on the streets, and those that were in Everett youth shelters and transitional housing programs on the night of the counts. A **Chronic homeless adult** is defined as an individual who has experienced homelessness for a year or longer, or who has experienced at least four episodes of homelessness in the last three years and has a disability. Note that a portion of the chronic homeless adult population is young adults between 18 and 24—the PIT counts do not separately track this age group. The chronic homeless numbers include those counted on the streets, and those that were in Everett shelters (mainly, the Everett Gospel Men’s Mission) on the night of the counts. *In addition* to the unaccompanied youth and chronic homeless adults, the PIT Counts found in Everett many of **homeless families**: 105 in 2011; 126 in 2012, 102 in 2013 and 97 in 2014. The focus of the Task Force is on the unaccompanied youth and homeless adults found in the commercial core areas of the City.

⁵ The Everett Housing Authority notes this household count includes some duplication, as households sign up on multiple lists.

🌟 **Strategy 3.1: Build more shelter bed capacity to serve a range of populations in need. (50)**

Supporting tactics/actions endorsed by the Task Force include:

- Snohomish County should **increase funding for facilities serving the mentally ill and chronically homeless**, such as the Compass Health and the Everett Gospel Mission. Consideration should be given to new or relocated facility sites. **(31)**
- Develop shelter capacity to serve youth and adults with criminal records that make them otherwise ineligible for any existing shelter/housing programs. **(55)(R)**

Strategy 3.2: Increase supply of permanent supported subsidized housing. (52)(R)

Supporting tactics/actions endorsed by the Task Force include:

- 🌟 **Expand use of “Housing First” Model** to provide “low barrier” housing for chronically homeless individuals, after which they can begin to get treatment. Given that new housing is expensive to develop under traditional approaches, **explore efforts to develop low cost and non-traditional housing options** – with attached services –such as shared housing, shipping container housing, and subsidized micro-housing. Consider both scattered site and small community housing developments. **(51)**
- 🌟 Replicate the successful **housing levy** model implemented in Seattle and Bellingham (either an Everett levy or a countywide levy) to orchestrate a coordinated set of housing projects to address community priorities. **(81)**
- Develop **more “SRO” (single room occupancy) housing** under public or nonprofit management. **(53)(R)**
- Create county and city **tax incentives for creation of affordable SRO housing**. **(57)(R)**
- **Preserve affordable units** in the City that are at risk of being redeveloped, through purchase of these units by the Everett Housing Authority or other agencies. **(58)(R)**
- *(See also related advocacy strategies in Category 6, Advocacy, supporting an increase in Everett’s allocations from the State Housing Trust Fund.)*

We note that two of the major organizations serving the homeless and mentally ill populations in our City – the Compass Center and the Everett Gospel Mission – are both currently exploring the need for expanded and renovated facilities. The ability of these organizations to meet the growing needs of the homeless and mentally ill is foundational to our community’s success in addressing the street level social issues in our commercial core areas.

Category 4: Improving Public Understanding

The challenge: Progress in addressing street level social issues requires better public understanding of the issues. All members of the Task Force learned a great deal over the course of this effort, and many of us have as a result modified our views as to what are the most effective and appropriate responses to street level social issues. It is important to promote public understanding and support around these issues, if the recommendations in this report are to be successfully implemented.

There is one general recommended strategy in this category:

Strategy 4.1: Enhance public understanding of the complexity of street level social issues and work to build a more inclusive and welcoming community.

Supporting tactics/actions endorsed by the Task Force include:

- Identify **liaisons from the business and service provider communities** who can work together and with individual businesses and providers to enhance understanding, identify and resolve problems to work with service provider (and vice versa). **(66)**
- Institute a **“Hospitality Program”** designed to facilitate a citywide philosophy of responsiveness and support to business owners, shoppers, visitors, street people, service providers, and faith communities. The program staff would get to know all street people and their situations, facilitate referrals and connections, and facilitate ways in which residents and businesspeople can be helpful in their interactions with street people, help problem-solve challenging situations, and help faith communities find ways to deploy street ministry activities. **(67) (R)**


Category 5: Improving Inter-Agency Coordination & Communication

The challenge: As noted in the introduction to the recommendations section, the Task Force supports a systems approach to solving the complex problems of the City’s street level social issues. This requires better coordination between existing service providers. Lack of coordination limits our ability to improve the effectiveness and efficiency of service delivery to street populations.

There is one overarching strategy recommended in this category:

Strategy 5.1: Develop better systems and information to most effectively deploy limited resources.

Supporting tactics/actions endorsed by the Task Force include:

-  Map resources available in Everett for people experiencing homelessness and others in need (time of day, type, location) so service providers, governments, and the community have a clearer picture of what is going on, where. This can also be used to help get information to those in need. **(70)**
- Involve currently/previously homeless individuals in further analysis of impacts of chronic homelessness and potential initiatives to improve the situation, and take other

steps to gather more and better information about this population—their needs and abilities. **(32)**



- Increase coordination between those providing outreach services. **(71)**
- Develop a centralized intake system (software/database) that service providers can use to match individuals with available services from multiple providers across the community. **(41)(R)**
- Encourage additional funding for good collaboration. **(73)(R)**
- Invite business and community members of the Task Force to join the Board of the Snohomish County Partnership to End Homelessness. **(75)(R)**

Category 6: Advocacy


The challenge: Local nonprofit service providers face serious competition now for access to local (county and city) funds. As a community, the City and County must step up with additional funds to support the recommendations we have identified above. The Task Force believes the City's budget should reflect the moral values of our community. **(86)(R)** But we must also seek additional resources from others—specifically, the federal and state government and private funders. Advocacy is a critical component of our success. In some instances, we can join with other counties and cities; in some instances, we will be directly competing with them for limited state, federal and private funding.

We endorse two strategies in this category:

Strategy 6.1: The City, County, service providers, and business community should join forces to advocate for additional state, federal and private funding resources to help address the City's street level social issues.

-  There should be work across the board to support increased funding of mental health treatment and drug and alcohol treatment through advocacy at the federal, state, and local government levels and with private funders. **(82)**
-  The City, County and partners should advocate to secure more state funding for the PATH program in Snohomish County. These resources are extremely effective in outreach to homeless populations. **(84)**
- The City, County and partners should together advocate for an increase in funding in the State Housing Trust Fund to support specific housing projects addressing street level social issues in Everett. **(83)**

Strategy 6.2: Broaden the discussion to include all Cities and other key agencies in Snohomish County.

-  Everett and Snohomish County must work with other cities and public agencies throughout the County to encourage them to address issues of homelessness in their own communities so there is less pressure on Everett's resources. **(72)** A systems approach is important to avoid duplication of effort and unintended consequences. **(74)(R)**

Other advocacy items supported by the Task Force include:

- Support campaigns to encourage the public to give money to service providers, rather than cash to panhandlers, so that money can go where it can be best utilized. **(80)**
- Advocate for more flexible funding, so agencies can apply it where/as needed and spend less time reporting back to the state/federal governments. **(85) (R)**
- Support changes in the mental health system to increase secure treatment capacity for individuals who are a danger to themselves or others. **(39)(R)**

Conclusion – Implementation and Next Steps

- **Implementation**

We are pleased that the Mayor has appointed David Hall, Deputy City Attorney and lead City staff for the Task Force, to take on responsibility for overseeing implementation of our recommendations. We understand his first task will be to convene a small team of government, non-profit and community leaders to develop an implementation framework and report back to us by the end of March 2015.

We acknowledge that while the City is a necessary partner to implementing many of our recommendations, most recommendations in this report will also require the engagement of parties other than the City. This is a challenge affecting our entire community, and our entire community must be engaged in the response.

We note that it will be important to identify **metrics to measure success** of these efforts. We ask that the implementation team take up this up as part of its first phase of work. Our ability to attract needed resources and community support to sustain efforts on recommended actions will depend on the ability to show results.

- **Next Steps**

To promote accountability in delivering upon our recommendations, we have asked to be reconvened in March 2015 to hear from the implementation team, and to be again reconvened every six months thereafter for two years so that we may track the progress on implementing our recommendations. We understand that not everything we have recommended can be launched immediately, and that using a systems analysis approach, choices will need to be made about how to best deploy scarce

resources. We look forward to reviewing the proposed implementation framework in March as a first step.

- **Appreciation**

We thank the Mayor for his leadership in convening this Task Force and for the opportunity to provide our recommendations to him, to the City Council, and the greater Everett community. We extend our particular thanks to the staff team from the City, County and Housing Authority for their tremendous work, advice and input throughout this effort.

List of Attachments:

- A. Task Force Membership (including City/County/Everett Housing Authority support team)
- B. List of Field Trips/ Site Visits in which Task Force Members participated
- C. Transcript of Focus Group with Homeless Individuals Conducted at Everett Gospel Mission
- D. Final revised ballot (including cost estimates, implementation term, required partners, recommended partners, and voting results)

Attachment A

Everett Community Streets Initiative Task Force Members

Task Force Member & Alternates	Affiliation
Chris Adams (Co-Chair)	Adams and Duncan Law
Sylvia Anderson (Co-Chair) <i>Alternate: John Hull</i>	Everett Gospel Mission
Jonathan Apuan <i>Alternate: Suzanne Duff</i>	Salvation Army
Glen Bachman <i>Alternate: Nora Beggs</i>	Everett Mall
Sophia Beltran <i>Alternate: Winnie Corral</i>	LCSNW Family Support
Flora Diaz	O'Loane Nunn Law Group
Bob Dobler	Gamut360 Holdings
Alan Dorway	First Presbyterian Church
Megan Dunn <i>Alternate: Teena Ellison</i>	Human Needs Advisory Committee
Cassie Franklin <i>Alternate: Jen Chwalibog</i>	Cocoon House
Linda Grant <i>Alternate: James Upton</i>	Evergreen Manor
GeorgaDee MacLeod	Council of Neighborhoods
Mark Mantei <i>Alternate: Chris Knapp</i>	Everett Clinic
Mark Nysether	Sea-Dog Corporation
Ed Petersen <i>Alternate: Karen Matson</i>	Housing Hope
Renee Quistorf <i>Alternate: Bill Quistorf</i>	Renee's Clothing
Robert Reese	Volunteers of America
Marilyn Rosenberg	Café Zippy
Matthew Savage <i>Alternate: Mike Purcell</i>	Journey Church
Tom Sebastian	Compass Mental Health
Craig Skotdal	Skotdal Real Estate
Joyce Stewart <i>Alternate: Kris McDowell</i>	Everett School District
Julie Zarn	Providence Regional Medical Center

City, County and Housing Authority Representatives (Non-Voting Advisory Team)

David Hall	City of Everett Deputy City Attorney
Lanie McMullin <i>Alternate: Deborah Wright</i>	City of Everett Exec. Dir. Economic Development <i>Executive Administrator</i>

Dan Templeman	City of Everett Police Chief
Bob Downey <i>Alternate: Murray Gordon</i>	City of Everett Assistant Fire Chief <i>Everett Fire Dept.</i>
Ashley Lommers-Johnson	Everett Housing Authority
Ken Stark <i>Alternate: Mary Jane Brell-Vujovic</i>	Snohomish County Dir. of Human Services <i>Division Mgr., Hsg. and Community Services</i>
Ty Trenary <i>Alternate: Brent Speyer</i>	Snohomish County Sheriff <i>Undersheriff</i>

Task Force Facilitator and City Support Staff Team

Karen Reed, Task Force Facilitator	Karen Reed Consulting, LLC
David Hall, Lead Staff for Task Force	City of Everett Deputy City Attorney
Deborah Wright	City of Everett, Executive Administrator
Wendy McClure	City of Everett, Coordinator, Office of Neighborhoods
Elizabeth Smith	City of Everett Economic Development
Anne Pogson	City of Everett, Mayor's Office
Brooklyn Holton	City of Everett, Office of Neighborhoods
Meghan Pembroke	City of Everett, Public Information Officer

Attachment B

Community Streets Initiative Task Force Tour Opportunities

Snohomish County Jail – *Host:* Anthony Aston. *Location:* 3025 Oakes Ave. *Description:* the tour will include areas that provide service to the mentally ill, medically sick, drug addicted and homeless population. **Aug. 27, Sept. 10**

City Tour – *Hosts:* Craig Skotdal, Rene Quistorf & Judy Matheson. *Location:* 2805B Colby Ave. *Description:* Downtown Everett Perspectives: Discussion & Tour. **Aug. 28**

Compass Health – *Host:* Tom Sebastian. *Location:* 3322 Broadway. *Description:* Tour of the Peer Recovery Center (Homeless) and Snohomish County Crisis/Triage Center. **Sept. 16**

Evergreen Manor – *Host:* Michelle King. *Location:* 2601 Summit Ave *Description:* affordable care for persons with chemical dependency and mental health problems including; medical detoxification, residential long-term treatment for pregnant and parenting women, outpatient treatment case management services, transitional housing and recovery housing, domestic violence perpetrator treatment. **Aug. 26**

Everett Gospel Mission – *Host:* John Hull. *Location:* 3711 Smith Ave. *Description:* The Men's Shelter provides emergency shelter and meals for homeless men. **Sept. 10**

Presbyterian Church Feeding Program – *Host:* Pastor Alan Dorway. *Location:* 2936 Rockefeller Ave., north door of building. *Description:* Advance orientation, welcome guests and observe feeding program at church. **Sept. 3**

Recovery Café – *Host:* Wendy Grove. *Location:* 2624 Rockefeller Ave *Description:* a successful program in Seattle expanding to Everett offering a day program of support utilizing an alternative therapeutic community model. The Café supports women and men who are seeking a life of transformation, free from drugs, alcohol and other destructive behaviors **Aug. 27**

Focus Group with Homeless Individuals - *Host:* Sylvia Anderson. *Location:* Everett Gospel Mission, 3711 Smith Avenue. *Description:* A focus group with Q&A, discussion with homeless individuals. **Sept. 23**

Attachment C

Everett Gospel Mission Open Forum

26 September 2014

The following is a transcript of an open forum hosted by the Everett Gospel Mission and attended by approximately 40 homeless individual residing both at the Mission and on the streets of Everett. The transcript begins with the first comments by an attendee.

James: "I have had a lot of experience w (inaudible) homeliness and first coming from King County Washington has an idea of what you call a "10 year plan" to end homelessness. Now the 10 year plan to end homelessness is done pass the 10yr plan, way pass. It's about 5 yrs. past. (Inaudible for the rest of his speaking time.)

"I helped create a lot of that atmosphere."

"One of my most meaningful projects for the last 20yrs, to help with homelessness is a (inaudible) called Peace on the Streets and Kids on the Streets. The Fundraiser Executive Elaine Simmons is one of those people who stood up where homeless kids would run away. They were given so many hours to report back in the home. If you came from an abusive home, guess what, you're gonna go back to that abusive home. You were abused as a kid and never heard a kind word."

(Inaudible for several seconds.) There's a lot to be said at all these meeting right here in Everett. Believe me, I am no stranger to the 10 year plan to end homelessness. You can see me here at this table all day long with (inaudible) Wilson and call for an investigation (inaudible). "Yes, I am no stranger". Thank you."

What is the greatest danger between peer to peer pressures on the streets?

Answer: Drugs and police.

Mike: "As far as peer pressure, I mean, obviously you can make a choice if you want to do it or not. Hang out with people and to run with them and have friends, and actually I'm not staying here (Men's Mission), but I have literally been out on the streets for the last few months and to get into that group of people, to have people around is for safety reasons. For instance, women are being murdered. Um, right now, it's a very big concern. Two nights ago, being up on Broadway, women are actually not outside or when they are, they're running. "

"I'm not a girl or anything but I take it upon myself, to stay outside, hanging out with them, because it's scary. "

"Back to the subject, the peer pressure, ya know, of sitting around smoking a joint or whatever and be a part of...ya know, be a part of...the community." (inaudible).

"The drugs in this town are just crazy. They're everywhere."

Do you think there are more drugs on the street now than 5 years ago?

Mike: Yeah and in the 80's. If you were here in the 80's, than you know what I'm talking about. That's all I have to say."

Who wants to talk about the police as a danger on the streets?

Steve:" I don't want to talk about the police, because I'm still on probation."

How many of you think the police are more harassing on the street?

12 people.

How many people think the police have been helpful to you on the streets?

3 people.

How have they, the police, been helpful on the streets?

Unknown: "One thing I want to say is that Everett is a clean town and I think the Mission has a lot of things to do with that to do with that."

"I think that Everett PD has a strong presence, which is a good thing. I mean, it's good wherever you are." I have lived in other cities, the Northeast, Auburn, and Tacoma. Everett is a good working town, so I don't have anything bad to say here. They, EPD, have a strong presence. I feel there could be harassment issues, but I'm not going to go into that. Overall I just wanna say, "Everett is a clean little city."

What is one stereo-type that you want the City of Everett to know that doesn't represent you?

Unknown: "When one goes without it becomes everyone's problem. This idea is extremely useful towards the goal that functions. We want to function in society. People need their needs met. Imagine yourself not having. No matter how much you fear it, because most of you fear it and judge it. Just put yourself in that situation. Some people do that. People come down off their throne, Buddha, and walk among the men at ground level. Also, we need to take away the red-tape. Everyone here wants to work. Everyone here wants to make money. I don't see demon possessed here, good men here. They are not perfect. They probably have records. Thankfully, I have no felonies. That's not everyone's story. The red-tape and square peg is getting more and more difficult. Men have a lot more to compete with these days, without a whole lot of help. "Thank you."

I think a lot of us here have a strong desire to make a contribution. I am so incredibly grateful to the Gospel Mission here. To reach out to those in need. To give us a helping hand, when we really need it. To share the message of God, with those, who really need it, including me. I am thankful for the Mission and in the interest of bettering the situation in Snohomish County.

Jerry: Some of my worst fears are: There are a lot of homeless people being woke up in the middle of the night. "Can't be here guy, gotta go." "Sorry for disturbing your peace". "You're not supposed to be here, if you can find some place more worth- while, we won't bother you." That's a big issue. Try and find a place where the police aren't finding you and disturbing your peace and quiet-time. That's the most important thing, your sleep. Try and find a spot in this town where you don't get busted. We'd have a peaceful night.

Steven: "I just want to address the stereo-type issue. Not all homeless people are drug addicts or alcoholics, and that's a stereo-type. Most people don't do it, I mean things happen. People lose their jobs. I heard that the average person is a paycheck away from being homeless."

"My problem is with the stereo-type that all homeless people are drug addicts or alcoholics."

Mike: "Some people think that this homelessness is a party and a joke and stuff like that but this is serious shit."

"When I'm out there, people are all, "Where you stayin' tonight?" I don't tell people where I'm staying because, for one, winter is coming and you don't want the cops to know. You don't want people to know, because a lot of people will come to your campsite and they bring drugs or whatever and party. This stuff is a reality. I know for me, its life or death. I've lost 30 lbs in the last 9 months. Summers over, its winter time. I got hyperthermia twice last winter. If it wasn't for the Mission and the hospital, I'd be in a different place right now. I was in the hospital 6-8 times since January, for being suicidal, homeless, my mental state and to just get out of the weather."

Unknown: "This is all new to me, but I'm thankful for coming here. I'm here on a charge that I got from 2yrs ago, that caught up with me, and now its taken me away from my family. I'm trying to make a move, to get back there, to be with my family, and my sisters."

"The program I'm in, so far, has helped me. It's great here and I'm thankful for it."

A lot of the guys, that maybe in the same situation, that have families and are trying to get back here, or they have records that's holding them back from getting a job. I pray every day and stay focused. I pushed myself until I finally got a full-time job with the felony that I have. I told the truth, told them what happened and they understood. I didn't give up."

"The one thing we can't do is give up. Got to keep pushing ourselves, and pushing, until we make it. That's where I'm at now. Pushing and pushing myself. Eventually I will be back at home with my family.

As for stereo typing towards us, the cops do a good job, but I think they target it this place (Mission) because of who we are. I have noticed this and it's not a good thing."

James: (Inaudible)...have to find other ways, diversions, then having someone's vehicle towed. I'm not so certain about Everett. I have seen the 3 day stickers. We can't have the same mistakes that the City of Seattle has already. Ticketing and towing everywhere you go. You (police) can't follow us every place.

You can't have a vehicle park w/out tags. They put a boot on your vehicle (City of Seattle). Like I said we can't be a carbon copy of Seattle. We've got to find other ways, diversions, other than having someone's vehicle sitting at the tow yard, w/out anyone being able to use. They own it themselves and have to pay double or triple the price just to get their belongings out of the vehicle. It's criminal. It's criminal to see someone lose their vehicle. All their belongings are now owned by the towing company. There's no accountability at tow yards. Most of the contents in that said so-called, described vehicle has been had by the drivers. I'd really like to say to the people of the establishment here, I'd really like to see a diversion plan.

How many people have had their vehicle towed and lost it?

6 people

If you could have a home tonight, a roof over your head, that's yours, how many of you would take it?

Almost everyone raised their hands.

Not take it? Zero

What are the barriers to getting housing? Why is housing so hard to get?

Unknown: "Lack of transportation."

Unknown: "There are a lot of restrictions. I can't get housing because I'm not in program. It's very hard."

Unknown: "I have no rental history. If you haven't rented before forget it."

How do you get rental history if nobody will rent to you?

Unknown: "I have no clue." I receive \$1200 a month from Uncle Sam for being a disabled vet, but I can't rent my own place. With 1,200 bucks a month I should be able to rent in a jiffy, but I have no rental history. Every time I have lived in Everett I have lived with somebody else, and I helped them pay the rent."

How many people in here have an income from some source? Is it enough to pay rent?

6 people

No.

Do you see anyway that you'll ever be able to get a place on the income you have.

No.

Is there anyone that does?

2 people

Unknown: “To enable people who have aspirations to work and to move out, to enable those people better, and to make that transition would be beneficial.

“We are all unique with diversity. We all have different reasons why we’re here. So simple, one step solutions aren’t going to address anything.”

Resources, are they easy to find? Is it easy to know what is available?

We can probably learn a lot from Whatcom Co. They have very good transportation systems, very cheap. For \$15 you get a bus pass to get you to where you need to go. There’s also an idea of having housing available, to get people to work when they need to be at work. Transportation and sleep, without these two things you can’t expect people, children and young men traveling from other places (there’s a lot of them) who obviously want a place in the community. Keep them from judgment (inaudible). Have on-site programs within walking distance and they are all working tightly together. We all know it creates a seed of motivation, morale and attitude.

Unknown: “I think there are all kinds of resources in Everett. I think there are plenty in this building .You need to be proactive. 6 blocks away you have Work Source. They have resume classes. You can print things for free. DSHS is 4 miles away, there are transportation vouchers. I think there is a lot there, you just have to know what you are doing.”

Unknown: Large directory of updated resources if it was available to us.

Dave: “I’m an advocate for the homeless. I’ve seen a lot of abandoned buildings that could be opened up and make it some place, like housing (inaudible). I do believe it’s a good idea. Open up housing for low-income people and who are having problems with income. I think it should work out here in Everett.”

How many of you have signed up for the Affordable Care Act?

3 people

How many of you don’t have medical?

5 people

Allan: “For the last 10 yrs., I’ve had Medicare. Thanks to the Affordable Care Act, Medicare has pretty much disappeared from all hospitals and (inaudible) plans. You need Medicare Plus or Medicaid to get access to services. When I tried to find services, I was given a number of list or doctors and providers that meet my needs, all of whom use to take Medicare. Out of 30 something providers not a single one took Medicare anymore. They all take Medicaid. DSHS told me to talk to the After Care people. When I talked to the After Care people they told me to talk to DSHS. I had a spin down of \$1600 (inaudible). None of my needs were being met. I was not receiving medication. I was not receiving counseling. Just about 2 days ago I finally my (inaudible), after spending 6 months of going to doctors, almost 3 times a week and many ER visits. I finally met my (inaudible), I receives a letter from DSH , stating that my spin

down ended on the 30th. This means, I received care for, exactly, 10 days. After spending 6 months (inaudible), so basically, I did all this for nothing. All that the Network says is that recipients of Medicare no longer exist, but the providers, like Volunteers of America who have the information, do not know this. So they are giving out bad information and are giving the names of people who no longer take Medicare.”

Jeremy: “I think the big problem here, is drugs and alcohol abuse and I think there (inaudible) to get people into inpatient faster, quicker. That people would have more of a stronger focused head and healthy body so they can go out and get the medical and benefits that they need. I think there are a lot of people out there using and drinking and can’t get the help they actually need because it’s such a big process and timeline for it. They don’t want to go. They don’t want to take the time to do it. If, DSHS or Work Source, if they had a Board or something like that, that focuses on inpatient and outpatient for people, maybe they can actually help them go get their medical other than the process of going there. So when you leave treatment you’ll have medical, food and all this stuff.”

Mike: “I applied for SSI. One of the deals was I had to get medical. I tell you what you guys need to sign up for it. I’ve been to the doctors, hospitals, my prescriptions, everything has been paid for. I am very fortunate for that. Before I got insurance, just to see a family doctor, it was \$150 cash. Not working, I couldn’t afford it.” You have the opportunity guys, they come here (Mission), once a month to do medical.” The Mission kicks ass. It’s a good place.”

Tell me where the most common place you have slept in your car?

5 people

Tents?

3 people

Under the bridge?

1 person

What causes you to come inside from these places?

Temperature, weather, food (#1 reason) and showers.

When you’re on the streets where do you go for showers other than the Mission?

The river.

A mobile shower unit on Wednesdays.

Where do you go the bathroom when you’re on the Streets?

It’s pretty easy for a man.

This is a serious problem. If the City of Everett can build a facility, that would help.

Where would be a good place for the City of Everett to build a facility?

An abandon building.

Unknown: "You'd have every drug addict in Everett using in it, firing up. They're going to tear the thing a part. People don't respect (inaudible) stuff like that, that other people would actually use."

Unknown: "Have more day centers up and running. (Inaudible), have more positive character traits in various ways would be beneficial and different types of programs that the clients to help them with working attributes. I know we all have areas to grow, regardless of who we are and the programs that can help us develop our character."

Unknown: "This goes back to Stereotypes. I was just up at the 76 gas station on Saturday, because here, (Mission) was closed until 3 o'clock. I went up there 'cause we have to be out of here early Saturday mornings by 9 o'clock and I was stopped. This is a gas station where they have a bathroom I can use. The guy asked me if I was transient. Gas Attendant says "I feel sorry for you, was it drugs?" I don't him I don't do drugs. I don't drink. I don't understand what that has to do with me using the bathroom. He asked me if I was a transient and I got offended. I was also hurt by this."

Unknown: "I want to address the issue about bathrooms. A lot of times (inaudible), treat you like transients because transient people do bad things. I don't have anything against it, but they don't know that. They think it's the stereotype thing, "You're a transient, so you'll do the same thing as everyone else."

A couple of weeks ago I got stopped, because I was smoking a cigarette in front of Work Source , when I got asked," If I knew that it was against the law(smoking)." "Yeah, but there are several other people out here that you just passed by, doing the same thing. I asked "why was he coming to me?" He didn't have an answer of that.

There are a lot of people that don't come in here (Mission) because they don't want to.

Unknown yells out; "They don't think they'll be heard"

Back to person at mic: "It's not that they think they won't be heard, they don't care if they're heard or not. They are about getting high or whatever they think they can do, but for those of us who care about this, I would love (inaudible), but it's hard because we're so generalized.

Unknown: "Right across the street from here, there's a sign that says" No Standing No Stopping. "It's against the law to stop on the sidewalk?" This is criminal harassment. Homelessness isn't about a problem in society; it's about people, individuals. It's about their needs and I think we need to make our voices a little bit louder. "People need to understand we are human beings"

Unknown: "I just checked into the Mission. I'm tired of being homeless.

Unknown: "I want to touch base on criminal charges on No Trespassing. I think the police in their investigation; the fact that they might not know there is an exclusion period here. 90 days in, 90 days out. If you're on your 90 days out, you still rely on this place for lunch, dinner, and showers. People tend to stay close, while under investigation. So, if they're going to try and decide to charge you criminally for trespassing, I understand if they (men) have been banned or has a strong presence, there should be a clause front that for that exclusion period and maybe they, EVP, should take that in to consideration."

Mike: "I'm not married; a lot of us aren't married. Everett doesn't have much very much to do, except drink and drugs. I mean you can find things to do, it just means like there isn't much to do."

Unknown: "This is the last stop for this whole entire village."

Rick: "I have a question for the Committee as well as for John (Hull)? (Inaudible for several seconds) Also on the sign back there (pointing to back of room), It says" West of the river could result in loss of services." Does that mean I'm not allowed there and visit if I want to? Talk to my mom about my problems w/out getting kicked out of here? My brother Bob down the road can go over there and fish or whatever else he wants to do. I'm sorry if I'm misunderstanding, and if I am correct me, but that's just the way I'm seeing it. It's kind of singling out homeless people.

Unknown: "I think entry level jobs that would be available to follow people directly from the Mission, from programs and services. You guys, (Mission), might have...to work, from work, would be beneficial to individuals. Like maybe a grill over at the Transit Station that employs exclusively people from the Mission. This would enable a lot of people. Motivate people to get a job, that otherwise wouldn't, get a job, exclusively with the Mission. Also I want to encourage more in your face evangelism from the Christian community in Snohomish County. They really should be out here and Jesus Christ is the only way that we can get back on track.

Post meeting suggestions communicated to Sylvia Anderson by those who did not get a chance to speak:

- 1) 24 hour facility with services attached
- 2) Bus Fare to go to job interviews
- 3) Support for job hunt process—like storage of items while job hunting
- 4) More opportunities for day labor

ATTACHMENT D to TASK FORCE REPORT

Everett Community Streets Initiative Task Force Adjusted Ballot Results -- October 2014

This document presents the adjusted voting results from the Task Force, based on ballots completed by Task Force members and subsequent adjustments approved by the Task Force at Meetings 7 and 8 (October 16 and 30). The Items on the ballot were developed from discussion at Task Force Meetings and from additional Task Force member suggestions.

City staff developed the preliminary assessment of the implementation terms, cost estimate, and required and recommended partners.

Task Force members were asked to indicate their support for each item by rating each item from 1 through 5. **Rating Key:** 5 = I strongly support; 4 = I support ; 3 = I neither support nor oppose; 2 = I oppose; 1 = I strongly oppose.

Per the Task Force Charter, Items supported by (e.g., rated 4 or 5) at least 80% of the Task Force members voting are considered "Consensus Items" (noted in the "Status" column by a green shaded box marked "CON"); Items supported by at least 60% but less than 80% of the Task Force members voting are considered "Recommended Items" (identified by yellow boxes marked "REC"); Items supported by less than 60% of the Task Force members voting are Not Recommended (identified by pink boxes marked "NOT REC").

Item #	Category	Action Item	ID	Status	Frequency Distribution of Ratings			ST: ShortTerm LT: LongTerm	Cost Estimate	Required Partners	Recommended Partners
					5 or 4	3	2 or 1	ST: < 2 yrs LT: > 2yrs	\$: 0-99K \$\$: 100-499K \$\$\$: 500-999K \$\$\$\$: 1mil+	1. City 2. County 3. Bus. Comm. 4. State	CH: Cocoon House CP: Compass Health EM: Evergreen Manor FC: Faith Comm H: Housing HA: Housing Authority Res: Residents VA: Vet. Affairs
1	CATEGORY 1: Improving Public Safety and Reducing Crime (Policing/Jails/Criminal Justice System)	Broader engagement of business community in the Crime Prevention Through Environmental Design (CPTED) program offered by Everett Police	B1	CON	95%	0%	5%	ST	\$	1,2	
2	CATEGORY 1: Improving Public Safety and Reducing Crime (Policing/Jails/Criminal Justice System)	*Expand use of therapeutic courts: expand Community Justice Alternatives program to include, or when justified by capacity establish a stand-alone, drug court, and explore feasibility of homeless court and community court.	M1	CON	90%	10%	0%	ST	\$\$	1,2	
3	CATEGORY 1: Improving Public Safety and Reducing Crime (Policing/Jails/Criminal Justice System)	*Alcohol Impact Area(s) – Designate area(s) within the City in which the sale of high alcohol content, inexpensive, single-serving take out products is prohibited.	I1	CON	90%	5%	5%	ST	\$\$	1,3, Liquor Control Board	
4	CATEGORY 1: Improving Public Safety and Reducing Crime (Policing/Jails/Criminal Justice System)	Adjust jail release time from midnight to a reasonable hour when complimentary services are open.	C1	CON	90%	0%	10%	ST	\$	2	

Item #	Category	Action Item	ID	Status	Frequency Distribution of Ratings			ST: ShortTerm LT: LongTerm	Cost Estimate	Required Partners	Recommended Partners
					5 or 4	3	2 or 1	ST: < 2 yrs LT: > 2yrs			
5	CATEGORY 1: Improving Public Safety and Reducing Crime (Policing/Jails/Criminal Justice System)	*(Policy) Criminal Justice practices should be evidence-based and cost effective to reduce recidivism and should not simply shift costs but should result in cost savings for the community as a whole.	G1	CON	85%	10%	5%			1,2	
6	CATEGORY 1: Improving Public Safety and Reducing Crime (Policing/Jails/Criminal Justice System)	*Jail Transition Services Facility: Support the County’s current proposal to convert the Carnegie Building adjacent to the Jail to a jail transition facility with services, caseworkers and temporary shelter for individuals released from Jail so they are not released into the streets without resources.	A1	CON	80%	15%	5%	ST	\$	All	
7	CATEGORY 1: Improving Public Safety and Reducing Crime (Policing/Jails/Criminal Justice System)	*Work Crew as an alternative sentence, in lieu of incarceration. Crew would focus on cleaning up (sweeping, litter pickup, etc.) commercial core areas most affected by litter, beer cans, graffiti and other by-products of street disorder.	L1	CON	80%	15%	5%	ST	\$	1	
8	CATEGORY 1: Improving Public Safety and Reducing Crime (Policing/Jails/Criminal Justice System)	Encourage City police officers to reside in Everett	D1	CON	80%	15%	5%	ST	\$	1	
9	CATEGORY 1: Improving Public Safety and Reducing Crime (Policing/Jails/Criminal Justice System)	Return released inmates and other dislocated individuals to place of origin or relational support.	R1	CON	Revoted on 10/16 and received >80% support			ST	\$\$	2	
10	CATEGORY 1: Improving Public Safety and Reducing Crime (Policing/Jails/Criminal Justice System)	*Amend aggressive begging ordinance to prohibit panhandling at intersections and on median strips, without changing the associated penalties	J1	CON	Revoted on 10/16 and received >80% support			ST	\$	1	
11	CATEGORY 1: Improving Public Safety and Reducing Crime (Policing/Jails/Criminal Justice System)	*Incorporate outreach into police and EMS (Santa Monica model) , including providing police and EMS with training/information on available services to refer people to and imbedding a social worker in EMS and police.	P1	CON	Revoted on 10/16 and received >80% support			ST	\$\$	1,2	

Item #	Category	Action Item	ID	Status	Frequency Distribution of Ratings			ST: ShortTerm LT: LongTerm	Cost Estimate	Required Partners	Recommended Partners
					5 or 4	3	2 or 1	ST: < 2 yrs LT: > 2yrs			
12	CATEGORY 1: Improving Public Safety and Reducing Crime (Policing/Jails/Criminal Justice System)	*(Policy) Evaluate and implement changes as part of a system-wide approach –addressing cross-system impacts and need for coordination between criminal justice, human services, housing, and service provider systems/communities.	F1	CON	Revoted on 10/16 and received >80% support			LT	\$\$	1,2	
13	CATEGORY 1: Improving Public Safety and Reducing Crime (Policing/Jails/Criminal Justice System)	*(Policy) Law enforcement and criminal justice entities should be transparent and accountable; their practices should be driven, measured, and tracked with meaningful data to show the community how they are affecting crime, recidivism, and street level social issues; data should be available to the public, and practices should be modified periodically in response to the data.	H1	REC	75%	20%	5%			1,2	
14	CATEGORY 1: Improving Public Safety and Reducing Crime (Policing/Jails/Criminal Justice System)	*Implement County-Wide Justice Reinvestment Model or other ongoing collaborative, systemic review of criminal justice system.	S1	REC	73%	0%	27%	ST/LT	\$\$	1,2	
15	CATEGORY 1: Improving Public Safety and Reducing Crime (Policing/Jails/Criminal Justice System)	*Develop a multi-agency team to respond to frequent utilizers (identified with consultation with business and property owners) of emergency, police, jail, and medical resources with individually tailored plans to improve functioning of individuals and reduce the burden on these systems system.	N1	CON	Changed to consensus item by Task Force vote on 10/30			ST	\$	1,2,3	
16	CATEGORY 1: Improving Public Safety and Reducing Crime (Policing/Jails/Criminal Justice System)	*Increase law enforcement presence in commercial core areas, especially bike and foot patrol; use noncommissioned personnel if there are insufficient commissioned officers to implement this recommendation.	Q1	CON	Changed to consensus item by Task Force vote on 10/30			ST	\$\$		

Item #	Category	Action Item	ID	Status	Frequency Distribution of Ratings			ST: ShortTerm LT: LongTerm	Cost Estimate	Required Partners	Recommended Partners
					5 or 4	3	2 or 1	ST: < 2 yrs LT: > 2yrs			
17	CATEGORY 1: Improving Public Safety and Reducing Crime (Policing/Jails/Criminal Justice System)	*(Policy) Address Factors Underlying Criminal Behavior: Individuals whose criminal behavior can be reduced by addressing underlying needs should be diverted from the criminal justice system into the social service system at multiple points in the criminal justice system, e.g., law enforcement diversion, prosecutorial diversion, judicial diversions and therapeutic courts, opportunities to connect with services while incarcerated and upon release, and probation practices that emphasize rehabilitation.	E1	N O R E C	47%	47%	5%				
18	CATEGORY 1: Improving Public Safety and Reducing Crime (Policing/Jails/Criminal Justice System)	*Implement evidence-based best practices in probation services to reduce recidivism, thereby reducing street crime. Probation services should include a validated need/risk assessment tool, focus on offenders at highest risk of re-offending, and use a menu of strategies that includes approaches such as drug and alcohol treatment, mental health treatment, life skills training, and evidence-based therapies such as cognitive behavioral therapy.	O1	N O R E C	44%	39%	17%	ST	\$\$	1	
19	CATEGORY 1: Improving Public Safety and Reducing Crime (Policing/Jails/Criminal Justice System)	*Day reporting (individuals report daily to a non-secure facility in lieu of secure confinement; eventually evidence-based rehabilitative programming could be incorporated)	K1	N O R E C	25%	30%	45%	ST	\$	1	
20	CATEGORY 2: Providing More and Enhanced Services	*Drop-in/Day Centers: Increase capacity, accessibility, and hours of existing drop-in/day centers; explore need/feasibility of adding additional center(s); and include/enhance services and amenities (e.g., showers, laundry) available at these centers, with careful consideration given to minimizing impacts on commercial core areas.	V2	C O N	95%	0%	5%	ST/LT	\$\$ - \$\$\$\$		

Item #	Category	Action Item	ID	Status	Frequency Distribution of Ratings			ST: ShortTerm LT: LongTerm	Cost Estimate	Required Partners	Recommended Partners
					5 or 4	3	2 or 1	ST: < 2 yrs LT: > 2yrs			
21	CATEGORY 2: Providing More and Enhanced Services	Unified call-center and create a "one stop", full time, integrated service center for chronically homeless individuals similar to the annual Project Homeless Connect. Locate the center near transit resources. (Item re-worded by Task Force vote on 10/30)	B2	CON	90%	5%	5%	LT	\$\$	All	ALL
22	CATEGORY 2: Providing More and Enhanced Services	Multiple small outreach sites for information on available services around city	E2	CON	89%	5%	5%	ST/LT	\$\$\$	ALL	ALL
23	CATEGORY 2: Providing More and Enhanced Services	Prioritize services support for children under 18 , and then for young adults (18-24) as opposed to older populations	S2	CON	86%	10%	5%	ST	\$	1,2	ALL
24	CATEGORY 2: Providing More and Enhanced Services	*Increase funding for outreach to Homeless Youth and Adults: Expand funding for both youth and adult outreach services to ensure pro-active, on-going outreach to street populations, ideally including a social worker imbedded in police or EMS per recommendation C1. Outreach target sites should include meal programs, the library, transit center, day centers, and other identified spots where street-level social issues arise.	AA2	CON	86%	10%	5%	ST	\$\$		
25	CATEGORY 2: Providing More and Enhanced Services	Increase funding for mental health treatment	D2	CON	85%	10%	5%	ST/LT	\$\$	ALL	ALL
26	CATEGORY 2: Providing More and Enhanced Services	Have job skill training and mailboxes available for homeless to help them get jobs and provide outreach for these services at feeding programs	G2	CON	85%	10%	5%	ST/LT	\$\$\$\$	ALL	CH, CP, EM, H, HA
27	CATEGORY 2: Providing More and Enhanced Services	*Rest Rooms: Map all downtown public restrooms where street populations would be welcomed and add signage to indicate locations of public restrooms; explore options for expanded public restroom access to reduce negative impacts to the Everett Public Library, Transit Center, and core areas; and explore urban rest stops and public restroom solutions that are working well in other communities.	CC2	CON	85%	10%	5%	ST	\$		

Item #	Category	Action Item	ID	Status	Frequency Distribution of Ratings			ST: ShortTerm LT: LongTerm	Cost Estimate	Required Partners	Recommended Partners
					5 or 4	3	2 or 1	ST: < 2 yrs LT: > 2yrs			
28	CATEGORY 2: Providing More and Enhanced Services	Transport dislocated and/or stranded individuals: work with other street outreach workers to identify individuals who have been dislocated to Everett (including individuals released from emergency room) and return them to their families or other location where they have a support system.	DD2	CON	85%	10%	5%	ST	\$	1,2,3 and others	
29	CATEGORY 2: Providing More and Enhanced Services	*Seek funding for and create additional triage and medical detox bed capacity, including secure detox, detox/treatment for youth, and support for proposed South County detox facility, with careful consideration given to siting to minimize impacts on commercial core areas	W2	CON	80%	15%	5%	LT	\$\$ - \$\$\$\$		
30	CATEGORY 2: Providing More and Enhanced Services	* Increase Resources for Outreach Training and Coordinate Training Between Systems (first responders such as EPD and EMS, volunteers from the faith-based communities, homeless service providers) on Mental Health First Aid and First Aid, volunteer safety and outreach best practices, and available community resources to empower them to better support street populations and improve referrals into supportive services.	Z2	CON	80%	10%	10%	ST	\$		
31	CATEGORY 2: Providing More and Enhanced Services	Snohomish County should increase funding available to help expand the capacity of facilities serving the mentally ill homeless and other homeless individuals, including facilities such as those operated by Compass Mental Health and the Everett Gospel Mission, and this should also include consideration of funding new or relocated facilities.	EE2	CON	Revoted on 10/16 and received >80% support						
32	CATEGORY 2: Providing More and Enhanced Services	Involve currently/previously homeless individuals in further analysis of the impacts of chronic homelessness and potential initiatives to improve the situation, and take steps to gather more information about the homeless population	M2	CON	Revoted on 10/16 and received >80% support			SWT	\$	2	FC,H

Item #	Category	Action Item	ID	Status	Frequency Distribution of Ratings			ST: ShortTerm LT: LongTerm	Cost Estimate	Required Partners	Recommended Partners
					5 or 4	3	2 or 1	ST: < 2 yrs LT: > 2yrs			
33	CATEGORY 2: Providing More and Enhanced Services	Implement Tacoma's BOSS model in Everett: provide a business outreach support specialist (BOSS) to work directly with local businesses impacted by unwelcome activities on or near businesses; include support after hours and weekends	P2	CON	Revoted on 10/16 and received >80% support			ST	\$\$	1,2,3	
34	CATEGORY 2: Providing More and Enhanced Services	Prioritize support for programs who help people who demonstrate a willingness to help themselves and go to treatment.	T2	REC	79%	16%	5%	ST	\$	1,2	ALL
35	CATEGORY 2: Providing More and Enhanced Services	*Establish a flexible fund for meeting one-time, short-term needs of precariously housed individuals, including emergency rent and utility payments, to prevent homelessness and reduce the need for more costly interventions.	Y2	REC	79%	16%	5%	ST	\$\$		
36	CATEGORY 2: Providing More and Enhanced Services	*Implement Best Practices at Meal Programs: such as providing indoor waiting and serving areas, monitored restroom facilities and proactive clean-up to minimize spillover impacts, and engaging participants in operation of the meal service where possible. Convene faith communities for best practices trainings with churches twice a year. Consider coordination between meal program times and locations to best serve people attending the meals throughout the community.	BB2	CON	Changed to consensus item by Task Force vote on 10/30			ST	\$		
37	CATEGORY 2: Providing More and Enhanced Services	Ensure services accessible via public transportation	J2	REC	74%	16%	11%	ST/LT	\$	1,2	ALL
38	CATEGORY 2: Providing More and Enhanced Services	*Expand efforts to identify, clean-up, and monitor homeless encampments, redirecting/building on existing PATH resources and the Tacoma model, in conjunction with providing additional resources, including housing, for displaced individuals.	X2	REC	74%	5%	21%	ST	\$\$\$		

Item #	Category	Action Item	ID	Status	Frequency Distribution of Ratings			ST: ShortTerm LT: LongTerm	Cost Estimate	Required Partners	Recommended Partners
					5 or 4	3	2 or 1	ST: < 2 yrs LT: > 2yrs			
39	CATEGORY 2: Providing More and Enhanced Services	Support changes in mental health system that will help move more individuals back into secure treatment facilities where they are no longer a danger to themselves or others	R2	REC	71%	14%	14%	LT	\$\$\$\$	ALL	ALL
40	CATEGORY 2: Providing More and Enhanced Services	Consolidate locations of church feeding programs , allowing them to continue their faith-based mission but at fewer locations	H2	REC	70%	20%	10%	ST/LT	\$\$\$\$	3	FC
41	CATEGORY 2: Providing More and Enhanced Services	Develop centralized intake system (software/data base) that service providers can use to match individuals with available services from multiple providers across the community.	C2	REC	68%	26%	5%	LT	\$\$	All	ALL
42	CATEGORY 2: Providing More and Enhanced Services	Change City policy to allow access to the City's Human Needs Funding by agencies providing alcohol and drug treatment for homeless adults	A2	REC	Revoted on 10/16 and received 60% support			ST	\$	1	
43	CATEGORY 2: Providing More and Enhanced Services	More job training	F2	NO REC	58%	37%	5%	ST	?	ALL	ALL
44	CATEGORY 2: Providing More and Enhanced Services	Support the Recovery Café Project (day center)	K2	NO REC	58%	37%	5%	ST/LT	\$	1,2,3	ALL
45	CATEGORY 2: Providing More and Enhanced Services	Analyze the existing unstructured congregate feeding system to determine: (1) if changes to the delivery of other services will necessitate modifications to better serve homeless individuals and (2) if changes can be made to the system while allowing current providers to continue serving those in need, which may require service from new location and/or shared feeding sites.	O2	NO REC	53%	21%	26%	LT	\$	1,2	FC

Item #	Category	Action Item	ID	Status	Frequency Distribution of Ratings			ST: ShortTerm LT: LongTerm	Cost Estimate	Required Partners	Recommended Partners
					5 or 4	3	2 or 1	ST: < 2 yrs LT: > 2yrs			
46	CATEGORY 2: Providing More and Enhanced Services	Give information on all available feeding programs to all those using these programs	L2	NO REC	42%	32%	26%	ST	\$	1,2,3	ALL/211
47	CATEGORY 2: Providing More and Enhanced Services	Snohomish County should fund the construction of a combined-service facility, one that houses services provided by Compass Health and Gospel Mission and others, with hope of having more capacity to help people before they end up in the criminal justice system	U2	NO REC	40%	35%	25%	LT	\$\$\$\$	2	CP, H, Gospel Mission
48	CATEGORY 2: Providing More and Enhanced Services	More drug treatment funding	I2	NO REC	39%	33%	28%	ST/LT	\$\$\$\$	ALL	ALL
49	CATEGORY 2: Providing More and Enhanced Services	Take steps to reduce the concentration of Snohomish County's drug, alcohol and mental illness service programs/facilities in downtown Everett.	Q2	NO REC	32%	47%	21%	LT	\$\$\$\$	1,2,3	CP
50	CATEGORY 3: Providing More Housing and Shelter	More shelter beds	B3	CON	91%	0%	9%	ST/LT	\$\$\$\$	1,2,4	H
51	CATEGORY 3: Providing More Housing and Shelter	(Combined w/ Q3) Expand use of "Housing First" Model: allowing low barrier access to housing for chronically homeless individuals, after which they can begin to get treatment. In order to implement this, explore and identify funding for, and support efforts by County and others to develop low cost and non-traditional housing options with attached services, including single resident occupany, shared housing, container housing, and subsidized affordable microhousing, with consideration of both scatter site and small community housing.	H3	CON	Revoted on 10/16 and received >80% support			ST/LT	\$\$\$	ALL	H

Item #	Category	Action Item	ID	Status	Frequency Distribution of Ratings			ST: ShortTerm LT: LongTerm	Cost Estimate	Required Partners	Recommended Partners
					5 or 4	3	2 or 1	ST: < 2 yrs LT: > 2yrs			
52	CATEGORY 3: Providing More Housing and Shelter	Increase supply of permanent supported subsidized housing	C3	REC	75%	15%	10%	ST/LT	\$\$\$\$	ALL	H, HA
53	CATEGORY 3: Providing More Housing and Shelter	More "SRO" (single room occupancy) housing under public or nonprofit management	F3	REC	74%	21%	5%	ST/LT	\$\$\$\$	1,2,4	FC
54	CATEGORY 3: Providing More Housing and Shelter	Request accommodation by the Health District to allow Compass clients to smoke in a less visible location than the sidewalk and lawn right on Broadway, one of the City's gateway arterials. <i>(and other similar facilities if operators want)</i>	A3	REC	72%	22%	6%	ST	\$	2	
55	CATEGORY 3: Providing More Housing and Shelter	Need shelter and housing for individuals (youth, adults) with criminal records that make them otherwise ineligible for shelter/housing programs available in the community	E3	REC	72%	22%	6%	ST/LT	\$\$\$\$	1,2,4	H, HA
56	CATEGORY 3: Providing More Housing and Shelter	Offer safe storage facilities for homeless people	J3	REC	65%	30%	5%	ST	\$\$	1,2,3	
57	CATEGORY 3: Providing More Housing and Shelter	Create county and city tax incentives for creation of affordable SRO housing	I3	REC	63%	21%	16%	ST	\$\$	1,2	H
58	CATEGORY 3: Providing More Housing and Shelter	Preserve affordable units in City at risk of being redeveloped (through purchase of these units by Housing Authority, others)	D3	REC	61%	22%	17%	LT	\$\$\$\$	1,2,4	HA
59	CATEGORY 3: Providing More Housing and Shelter	Move the Gospel Mission to a less central location and expand its capacity to serve people at this new location	N3	NOREC	58%	26%	16%	LT	\$\$\$\$	1,2,3	ALL
60	CATEGORY 3: Providing More Housing and Shelter	City can offer services with no barriers - for those with restrictive backgrounds that prevent care, a place to live, services, etc. Currently these are for profit or limited offerings	K3	NOREC	53%	26%	21%	LT	\$\$\$\$	1	

Item #	Category	Action Item	ID	Status	Frequency Distribution of Ratings			ST: ShortTerm LT: LongTerm	Cost Estimate	Required Partners	Recommended Partners
					5 or 4	3	2 or 1	ST: < 2 yrs LT: > 2yrs			
61	CATEGORY 3: Providing More Housing and Shelter	Prioritize access to subsidized housing for families with children, the disabled and elderly	M3	NO REC	53%	16%	32%	ST	\$	2	H, HA
62	CATEGORY 3: Providing More Housing and Shelter	Engage local churches in helping to create housing	G3	NO REC	50%	33%	17%	ST/LT	\$	1,2,4	ALL
63	CATEGORY 3: Providing More Housing and Shelter	More affordable housing - change city code to require new developments to include a variety of housing type and prices, such as the Riverfront development's initial plan before it was changed to more high end residential	L3	NO REC	32%	58%	11%	ST	\$	1	
64	CATEGORY 3: Providing More Housing and Shelter	Move and expand Mission programs to include police-staffed minimum security housing operation and/or a "half-way" house for folks leaving jail/prison	O3	NO REC	25%	35%	40%	LT	\$\$\$\$	1,2,3	ALL
65	CATEGORY 3: Providing More Housing and Shelter	Do not expand housing that offers "free ride" to people. Everyone should pay something (time or money) in exchange for housing	P3	NO REC	21%	47%	32%	ST	\$		
66	CATEGORY 4: Improving Public Understanding	Business community Liaison to service providers (and vice versa)	A4	CON	81%	10%	10%	ST	\$	3	ALL

Item #	Category	Action Item	ID	Status	Frequency Distribution of Ratings			ST: ShortTerm LT: LongTerm	Cost Estimate	Required Partners	Recommended Partners
					5 or 4	3	2 or 1	ST: < 2 yrs LT: > 2yrs			
67	CATEGORY 4: Improving Public Understanding	Institute a "Hospitality Program" designed to facilitate a citywide philosophy of responsiveness and support to business owners, shoppers, visitors, street people, service providers, faith communities. The program would get to know all street people and their situations, facilitate referrals and connections, would facilitate ways in which people can be helpful in direct interactions with street people, would problem-solve challenging situations, would help faith communities find effective ways to channel their street ministries	C4	REC	65%	25%	10%	LT	\$	ALL	ALL
68	CATEGORY 4: Improving Public Understanding	Increase communication between churches offering feeding programs and neighboring businesses	B4	REC	63%	32%	5%	ST	\$	3	ALL
69	CATEGORY 4: Improving Public Understanding	Correct false perception that legalization of pot is associated with increase in homelessness	D4	NO REC	58%	32%	11%	ST	\$	1,2	
70	CATEGORY 5: Improving Inter-Agency Coordination & Communication	Map resources available to homeless and others in need (time of day, type, location) so service providers, governments, community have a clearer picture of what is going on, where. (This can also be used to get information to those in need)	B5	CON	95%	0%	5%	ST	\$	1,2	ALL
71	CATEGORY 5: Improving Inter-Agency Coordination & Communication	Increase coordination between those providing outreach services	D5	CON	86%	5%	10%	ST/LT	\$	ALL	ALL
72	CATEGORY 5: Improving Inter-Agency Coordination & Communication	Work with other cities in Snohomish County to encourage them to address issues of homelessness in their communities so there is less pressure on Everett resources	C5	CON	Changed to consensus item by Task Force vote on 10/30			ST/LT	\$	1,2	ALL
73	CATEGORY 5: Improving Inter-Agency Coordination & Communication	Encourage additional funding for good collaboration	I5	REC	68%	26%	5%	ST		ALL	ALL

Item #	Category	Action Item	ID	Status	Frequency Distribution of Ratings			ST: ShortTerm LT: LongTerm	Cost Estimate	Required Partners	Recommended Partners
					5 or 4	3	2 or 1	ST: < 2 yrs LT: > 2yrs			
74	CATEGORY 5: Improving Inter-Agency Coordination & Communication	Analyze the impact of chronic homelessness and potential initiatives across the county from a systems perspective	E5	REC	67%	24%	10%	ST	\$\$	1,2	ALL
75	CATEGORY 5: Improving Inter-Agency Coordination & Communication	Invite business and community members of the Community Streets Initiative Task Force to join the Snohomish County Partnership to End Homelessness Board	F5	REC	60%	25%	15%	ST	\$	ALL	ALL
76	CATEGORY 5: Improving Inter-Agency Coordination & Communication	Create a Chronically Homeless Subcommittee as part of the Snohomish County Partnership to End Homelessness Board. Focus the subcommittee on regular monitoring of the county's chronically homeless situation and the development of solutions to improve services and provide more housing	G5	NOREC	53%	32%	16%	ST	\$		ALL
77	CATEGORY 5: Improving Inter-Agency Coordination & Communication	Articulate and implement a systems model (as opposed to an individual projects approach) in which strategies, priorities, initiatives and projects are enumerated in a short-tem (2yrs) and long-term (5yrs) framework, identifying the roles of the City of Everett and its public and private partners in planning implementation. Include Veterans in the collaboration	H5	NOREC	47%	37%	16%	ST/LT	\$\$	ALL	ALL
78	CATEGORY 5: Improving Inter-Agency Coordination & Communication	Government should focus its funds to support nonprofits serving special segments of the population, like Cocoon House, Housing Hope - where we get the most "bang for the buck"	J5	NOREC	42%	47%	11%	ST/LT	\$	1,2	ALL
79	CATEGORY 5: Improving Inter-Agency Coordination & Communication	Form a council to meet regularly to coordinate, streamline, identify priorities, compare notes and assess progress on Task Force recommendations - focus on breaking down silos	A5	NOREC	21%	32%	47%	ST	\$	1,2	ALL
80	CATEGORY 6: Other/Advocacy	Support campaigns to give money to service providers, rather than as cash to panhandlers	E6	CON	95%	0%	5%	ST	\$	ALL	ALL

Item #	Category	Action Item	ID	Status	Frequency Distribution of Ratings			ST: ShortTerm LT: LongTerm	Cost Estimate	Required Partners	Recommended Partners
					5 or 4	3	2 or 1	ST: < 2 yrs LT: > 2yrs			
81	CATEGORY 6: Other/Advocacy	Replicate the successful Housing Levy model implemented in Seattle and Bellingham (either an Everett levy or as a countywide levy) to orchestrate a coordinated set of housing projects to address community priorities	B6	CON	90%	5%	5%	LT	\$\$	ALL	ALL
82	CATEGORY 6: Other/Advocacy	Support increased funding for mental health treatment and drug and alcohol treatment through advocacy with federal, state, local and private funders.	D6	CON	Revoted on 10/16 and received >80% support			ST/LT	?	ALL	ALL
83	CATEGORY 6: Other/Advocacy	Ask the legislature to increase the money in the state Housing Trust Fund to support specific housing projects addressing street level social issues in Everett	A6	CON	Revoted on 10/16 and received >80% support			ST/LT	\$	ALL	ALL
84	CATEGORY 6: Other/Advocacy	Advocate to expand Snohomish County's allocation of state funding for the PATH program	H6	CON	Revoted on 10/16 and received >80% support			LT	\$\$\$\$	ALL	ALL
85	CATEGORY 6: Other/Advocacy	Government funding should be more flexible so agencies can apply it where/as needed and spend less time reporting back to the state, feds	C6	REC	70%	20%	10%	ST/LT	?	1,2,4	
86	CATEGORY 6: Other/Advocacy	Everett City budget should reflect our moral values. Discontinue breaks to big businesses and restore funding to our parks, transportation and libraries	F6	REC	68%	27%	5%	ST	\$	1,3	ALL
87	CATEGORY 6: Other/Advocacy	Expand the City of Everett's low cost preschool program to 5 days a week for each age group. Consider renovating the Parks property on Madison for a larger preschool space	J6	NO REC	47%	37%	16%	LT	\$\$\$	1,2	VOA/YMCA
88	CATEGORY 6: Other/Advocacy	Advocate for the state to take extra marijuana tax funds and apply it to mental health, drug and alcohol treatment	M6	NO REC	43%	24%	33%	ST	\$	1,2,3	ALL

Item #	Category	Action Item	ID	s t a t u s	Frequency Distribution of Ratings			ST: ShortTerm LT: LongTerm	Cost Estimate	Required Partners	Recommended Partners
					5 o r 4	3	2 o r 1	ST: < 2 yrs LT: > 2yrs			
89	CATEGORY 6: Other/Advocacy	Don’t ask for more money - rather, prioritize use of current funds and be sure they are being spent efficiently with the most benefit to society	L6	N O R E C	42%	53%	5%	ST	\$	1,2	ALL
90	CATEGORY 6: Other/Advocacy	Submit to the County’s voters a proposal to implement the 0.3% sales tax proposition to secure funding for criminal justice programs—expand jail chemical dependency, mental health services, fund jail transition services, jail diversion and community policing programs.	K6	N O R E C	42%	37%	21%	LT	\$\$	1,2	ALL
91	CATEGORY 6: Other/Advocacy	Focus on prevention and harm reduction; we need economic policies to prevent poverty including increased minimum wage, job training, cooperative banking or other banking options for homeless, and quality affordable preschool	H6	N O R E C	37%	26%	37%	LT	\$\$\$\$	ALL	ALL
92	CATEGORY 6: Other/Advocacy	"find it, fix it" Fix broken window, etc., and repair buildings that encourage loitering. Use a volunteer workforce or pay and train people looking for employment	I6	N O R E C	37%	26%	37%	ST	\$\$	1,2,3	ALL
93	CATEGORY 6: Other/Advocacy	Increase the city and county minimum wage to \$15/hr. to prevent poverty and homelessness and increase the economic capacity of the city	G6	N O R E C	21%	42%	37%	LT	\$\$\$\$	1,2,3	ALL

8-19-15 Streets Initiative Update

The following summarizes some recent developments related to the Streets Initiative.

Embedded Social Worker.

The Everett Police Department and the Snohomish County Department of Human Services have partnered to hire Lauren Rainbow, a mental health community support specialist, to serve as the Police Department embedded social worker, implementing Streets Initiative Strategy 1.2, recommendation 11. Lauren started work on August 10. She will work with the Department to better respond to a variety of street-level social issues, including chronically homeless individuals and individuals with mental illness who come into contact with the criminal justice system. She will also have a range of other responsibilities including coordinating social service outreach and serving as liaison to the social service community.

Streets Initiative Coordinator.

United Way of Snohomish County and the City of Everett are advertising for applicants for a Streets Initiative Coordinator, a new position to be funded by United and housed at City Hall. The coordinator will be responsible for coordinating Streets Initiative activities, tracking the many projects moving forward as part of the Streets Initiative, keeping the public informed on progress of the Streets Initiative, and working with stakeholders on a variety of Streets Initiative-related issues. The coordinator will report to the newly-formed Steering Committee (see below). A full job description is attached.

Steering Committee.

As part of the continuing evolution of the Streets Initiative, a Streets Initiative Steering Committee has been formed. By way of background, the Streets Initiative Task Force initially was convened to develop the final report and recommendations. In the course of that work, the Task Force asked to be reconvened approximately every six months to be updated on progress. Following issuance of the final report, ad hoc committees and a “core team” were formed to develop a framework for implementing the recommendations. The purpose of the new Steering Committee is to provide a continuing governance structure and a vehicle for ongoing stakeholder engagement now that the Task Force and the ad hoc planning committees have largely fulfilled their responsibilities. The Task Force will of course be reconvened approximately each six months for status updates, and the planning committees may be asked to do follow-up work as needed, but ongoing oversight and advisory functions will be performed by the Steering Committee. Among other responsibilities, the Steering Committee will oversee the work of the new Streets Initiative Coordinator.

County-wide Encampment Conference.

Mayor Stephanson and County Executive Lovick hosted a meeting on February 26 for Snohomish County mayors and city managers to discuss the Everett Community Streets Initiative, to learn about street-level social issues facing each of the Snohomish county

communities, and to begin a continuing discussion of how these issues can be addressed collaboratively on a County-wide basis. Attendees confirmed that the issues being experienced in Everett are present in every community and expressed a strong desire to continue meeting. Accordingly, another county-wide meeting is being scheduled for October 15. The meeting will focus on encampments – what issues are cities experiencing related to encampments, how are they responding to those issues, and are there more effective ways to work collaboratively and take advantage of county-wide resources to address those issues. Individuals and agencies with experience responding to encampments, including the Snohomish County Human Services Department, Volunteers of America, local law enforcement, and the Snohomish Regional Drug Task Force, will participate.

Alcohol Impact Area: Police will continue to gather data to determine the effect of retailers' voluntary compliance with the Alcohol Impact Area established by the Everett City Council several months ago. EPD will report their findings to Council in November so that Council can decide whether the City should petition the Liquor Control Board to make compliance mandatory or whether satisfactory improvement has been achieved with voluntary measures.

Collective Impact Summit.

United Way of Snohomish County is hosting a "Collective Impact Summit" on September 15th at Xfinity Event Center in Everett. The collective impact model provides an approach to addressing community-wide issues that brings all potential stakeholders together, identifies a common agenda around areas where their efforts overlap, establishes a "backbone organization," establishes common methodology for all organizations to measure impact, emphasizes continuous communications, all with the goal of leveraging the resources of many groups to make meaningful progress on important issues. The United Way board has adopted "breaking the cycle of poverty" as its theme for the next several years, and this will be the focus of the collective impact summit. The "poverty" umbrella covers many subjects, with considerable overlap with the issues addressed in the Streets Initiative. The Streets Initiative Steering Committee will be discussing how we can leverage our efforts by dovetailing with United Way's collective impact efforts focused on poverty.

Everett Community Streets Initiative Coordinator Position

United Way of Snohomish County is partnering with the City of Everett to support an Everett Community Streets Initiative Coordinator. The Coordinator would perform work necessary to oversee implementation of the Streets Initiative, as further described below.

Background: Everett Community Streets Initiative

The Everett Community Streets Initiative Task Force is composed of 23 members representing a broad cross section of the City, including business leaders, residents, the faith community, and leaders of nonprofit service agencies. The mission of the Task Force is to foster a vibrant and healthy community by better understanding the street-level social issues in Everett's commercial core areas and identifying potential short- and long-term actions for the community to address those issues. The street-level social issues that Everett is experiencing are common to other urban centers throughout the state and the nation and are in large part a symptom of poverty, homelessness, mental illness and addiction. These problems are complex and are addressed by many different public and nongovernmental agencies, including the criminal justice system, emergency medical services and hospitals, human services and housing agencies. A successful response to the street level social issues in Everett requires a coordinated response from all these parties, as well as the support and engagement of residents and the business community. The Task Force issued its final report in November 2014. The report identifies sixteen separate strategies and over sixty supporting recommended action items. The recommendations range from specific public safety measures, to expanding outreach to the street population, to enhancing services and treatment available to street populations, to increasing the supply of shelter and permanent housing. In addition, the Task Force sees better public understanding, improved inter-agency coordination and communication, and selective advocacy as keys to success.

Coordinator Position

The Streets Initiative Coordinator will oversee the implementation of the Task Force recommendations, coordinate work among the many Streets Initiative stakeholders within and outside of Everett, monitor and report progress on projects and programs related to the Streets Initiative, and keep the community informed and engaged. The CSI Coordinator will work closely with Streets Initiative stakeholders and report to a steering committee that includes representatives from United Way, the City of Everett, and other community organizations.

Specific responsibilities will include:

- Coordination
 - Liaison: ensure communication and coordination among agencies working to implement each recommendation; coordinate work of groups working on similar or interrelated initiatives to look for synergies and avoid conflicts
 - Regularly convene Implementation Committee to evaluate progress, check and adjust efforts
 - Coordinate efforts with United Way's Collective Impact framework

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- Project management
 - Monitor: track progress on implementation efforts for each recommendation in progress; work with the lead agency for each recommendation to focus on meeting milestones and adjust schedules as appropriate
 - Facilitate and Troubleshoot: work with participating organizations to identify and overcome obstacles to progress. Anticipate potential challenges in available resources and people because of scale of implementation plan. Create mechanism to determine priorities.
- Communication
 - Keep Everett Mayor and key city staff apprised of important developments; provide regular updates, and periodically update co-chairs and implementation team leaders.
 - Brief City and County elected officials on matters that require legislative policy decisions, major operational changes, or resource commitments
 - Inform and educate the public on progress, successes, Streets Initiative-related issues and developments, for example through media contact, public presentations, and postings on City web site; coordinate with City Communications Director
 - Reconvene Task Force at least semi-annually to provide update
- Evaluation
 - Work with agency personnel to develop metrics and evaluation plans to determine effectiveness of Streets Initiative programs
 - Provide quarterly written update reports to city, and co-chairs
 - Perform data collection, analysis and reporting

The coordinator would also work with the steering committee, City, and United Way to establish benchmarks or other performance measures to be used to determine whether the position should be funded for an additional year or years following completion of year one.

RCW 84.52.105**Affordable housing levies authorized—Declaration of emergency and plan required.**

(1) A county, city, or town may impose additional regular property tax levies of up to fifty cents per thousand dollars of assessed value of property in each year for up to ten consecutive years to finance affordable housing for very low-income households when specifically authorized to do so by a majority of the voters of the taxing district voting on a ballot proposition authorizing the levies. If both a county, and a city or town within the county, impose levies authorized under this section, the levies of the last jurisdiction to receive voter approval for the levies shall be reduced or eliminated so that the combined rates of these levies may not exceed fifty cents per thousand dollars of assessed valuation in any area within the county. A ballot proposition authorizing a levy under this section must conform with RCW 84.52.054.

(2) The additional property tax levies may not be imposed until:

(a) The governing body of the county, city, or town declares the existence of an emergency with respect to the availability of housing that is affordable to very low-income households in the taxing district; and

(b) The governing body of the county, city, or town adopts an affordable housing financing plan to serve as the plan for expenditure of funds raised by a levy authorized under this section, and the governing body determines that the affordable housing financing plan is consistent with either the locally adopted or state-adopted comprehensive housing affordability strategy, required under the Cranston-Gonzalez national affordable housing act (42 U.S.C. Sec. 12701, et seq.), as amended.

(3) For purposes of this section, the term "very low-income household" means a single person, family, or unrelated persons living together whose income is at or below fifty percent of the median income, as determined by the United States department of housing and urban development, with adjustments for household size, for the county where the taxing district is located.

(4) The limitations in RCW 84.52.043 shall not apply to the tax levy authorized in this section.

[1995 c 318 § 10; 1993 c 337 § 2.]

NOTES:

Effective date—1995 c 318: See note following RCW 82.04.030.

Finding—1993 c 337: "The legislature finds that:

(1) Many very low-income residents of the state of Washington are unable to afford housing that is decent, safe, and appropriate to their living needs;

(2) Recent federal housing legislation conditions funding for affordable housing on the availability of local matching funds;

(3) Current statutory debt limitations may impair the ability of counties, cities, and towns to meet federal matching requirements and, as a consequence, may impair the ability of such counties, cities, and towns to develop appropriate and effective strategies to increase the availability of safe, decent, and appropriate housing that is affordable to very low-income households; and

(4) It is in the public interest to encourage counties, cities, and towns to develop locally based affordable housing financing plans designed to expand the availability of housing that is decent, safe, affordable, and appropriate to the living needs of very low-income households of the counties, cities, and towns." [1993 c 337 § 1.]



Ad Hoc Committee on Housing Affordability

Review the Downtown Strategy Recommendations regarding Homelessness and Affordable Housing

Agenda Date: 4/19/2017
Agenda Item Number: 5.B
File Number: 17-0385

Type: discussion **Version:** 1 **Status:** In Committee

Title

Review the Downtown Strategy Recommendations regarding Homelessness and Affordable Housing

Recommended Action

Committee Recommendation:

Not referred to a committee.

City Manager Recommendation:

Receive the information. Discussion only; No action requested.

Report

Issue:

Whether to discuss the Downtown Strategy and work associated with homelessness and affordable housing.

Staff Contact:

Amy Buckler, Senior Planner, Community Planning & Development, 360.570.5847

Presenter(s):

Amy Buckler
Anna Schlecht, Housing Program Manager

Background and Analysis:

The year-long public process to form Olympia's Downtown Strategy (DTS) is drawing to a close. The final draft of the Strategy, which reflects the Planning Commission's recommendation, will be considered by City Council at their regular business meeting on April 25. Regional and citywide issues of homelessness and housing affordability are addressed in the DTS to the extent that these issues relate to Downtown.

Housing

As part of the scope for the Downtown Strategy, the planning team was asked to analyze and update housing strategies for Downtown in consideration of current markets and conditions; explore types of housing appropriate for Downtown within the context of a city-wide goal to provide diverse and

affordable housing types; and form strategies to encourage a balanced housing stock in Downtown.

A link to the Housing element of the DTS is **attached**. Key findings and recommendations include:

- Maintaining a viable residential community Downtown is an important regional objective, and a vibrant Downtown depends on residential housing development and more local residents to support businesses, transit and pedestrian activity.
- A variety of Downtown housing options to meet needs of people with a wide range of incomes and lifestyles is an important public priority.
- The City is not a housing provider and has limited influence on the market; however, the City can encourage the type and amount of housing built through zoning, regulations, incentives, public investments and partnerships.
- Over the past few decades, the City has taken many steps to encourage Downtown housing. These efforts are finally coming to fruition, in large part due to demographic and market shifts that favor multifamily development in urban areas.
- A real estate market and projected demand analysis indicates the City's Comprehensive Plan target for Downtown is generally realistic. It says Downtown will absorb at least 25% of the City's residential population growth over the next 20 years (which equates to about 5,000 more people, or 2,500-3,500 more units in Downtown.)
- A variety of housing types are feasible Downtown, including: townhomes, low rise (2-3 story) and mid-rise (4-7 story) apartments. Within these general types, there is expected to be a diversity of apartment styles, sizes and levels of affordability.
- The types of anticipated housing are generally becoming more feasible for the private market to build, and this is largely aided by the existing 8-year multi-family tax exemption. However, feasibility is still on the edge and Downtown has some special development challenges (e.g., sea level rise, contamination, high construction costs on dredged fill) that sustain the importance of development incentives or other actions to encourage housing development.
- Housing affordability in Olympia is a key challenge. See **attached housing memo**.
- Housing affordability relates not only to the cost of housing, but also the cost of transportation. One advantage of living Downtown along the urban corridor is proximity to convenient transit, which can help a household reduce transportation costs, thus reduce overall cost of living.
- Increasing housing development is not the cause of rising rents or homelessness. What is happening right now is that supply is not expanding as fast as demand, and this is a primary reason for rising rental rates. Housing development, along with a wider range of affordability options is needed.
- As Downtown continues to grow, it will be important to add more market rate housing for high, middle and lower income households. Subsidized housing will continue to also be important.
- More permanent supportive housing is also likely in Downtown. It is important to develop a better understanding of the scale of regional needs and a transparent siting methodology that considers the role of Downtown within the region (see homelessness element below.)
- To establish and maintain a mixed income residential community in Downtown, the DTS recommends the City develop a more comprehensive housing strategy, to be carried out as an ongoing program. The housing strategy would include more specific affordability goals and a means to monitor progress and adapt. The aim would be to use the right tool (e.g., financial incentive, partnership, etc.) at the right time; a more proactive approach to working with partners, understanding market forces and changing conditions and how the City can best use the tools it has to meet community goals.

Homelessness

Addressing homelessness was not part of the original scope of the DTS, but emerged as a top priority for the public. This issue is so complex that it requires special attention beyond what the DTS process could facilitate. The DTS did, however, include a chapter to capture what was learned and outline some recommended next steps.

A link to the Homelessness element of the DTS is **attached**. Key findings and recommendations include:

- Most community members seem to agree homelessness is a humanitarian issue deserving attention, funding and compassion. At the same time, there is recognition that when people are living on Downtown streets it has a negative impact on public spaces and businesses.
- Until the needs and impacts associated with homelessness and street dependency are more fully addressed Downtown will be unable to meet its full potential in the region.
- The issue of homelessness in Downtown is of concern to the broader community, and should not be considered “Olympia’s problem.” The origins of homelessness in Downtown are regional in nature, as are most of the resources funneled into Downtown to address it. Downtown is a major key to success for the Thurston Region’s Sustainable Development Plan, and these vision and goals are of importance to citizens from throughout the county. Homelessness is a regional issue that requires regional coordination, including how to address its unique manifestation in the regional hub of Downtown.
- A review of local and regional homeless reports and planning processes reveals no specific attention to the urban hub, and an exclusive focus on funding and humanitarian policies. Strategic planning that addresses systematic needs and *impacts and mitigation* could in the long run provide less stress on businesses and the Downtown environment, more support for the provision of facilities, and more efficient decision processes at the project level.
- The regional methodology for siting homeless services needs to be clear to the public, and should address the role of Downtown within the broader regional network.
- Supportive services have an important role within Downtown, but not all services should be located in Downtown, as there are people in need in other areas of the county.
- Much is being done to address homelessness in the region; however, the various policy, funding and decision making relationships that form the regional homelessness network are difficult to understand and explain.
- Next steps should build on and collaborate with the ongoing regional efforts, not ignore or attempt to duplicate them.
- The DTS recommends the City (along with regional partners) convene a broad range of stakeholders to develop an action plan leading to a more coordinated response to homelessness and street dependency and the impacts to Downtown.
- The DTS also recommends the City Council initiate a discussion with regional policymakers about future social service siting, funding and support needs throughout the region.

Development Incentives

The DTS also includes a Development Incentives element, which includes a tool box of proven implementation tools, such as regulatory measures; capital improvement funds and programs; fiscal incentives and partnerships that the City can use to spur private investment to occur in line with community goals (e.g., lower cost affordable housing, address homelessness, address sea level rise,

etc.)

A link to this element is **attached** and the tools are described in more detail in the **attached “tool box.”** Key findings and recommendations include:

- The City or an applicable partner already makes use of over 25 tools in the “tool box”, many of which were added within the past decade (e.g., Community Renewal Area, Grow Olympia Fund)
- The DTS recommends several priority tools to add or enhance use of
- The tool box identifies various development tools that could work toward housing goals and to address homelessness (in terms of development); however, the DTS does not make specific recommendations regarding use of these tools. Instead the DTS recommends these tools be further explored as part of a more comprehensive housing strategy and program, or along with regional partners as part of developing a homeless action strategy for Downtown.

Neighborhood/Community Interests (if known):

Approximately 3,500 people participated in the public process to form Olympia’s Downtown Strategy. Summary reports are available on the **attached DTS webpage**.

Options:

Discussion only. No action requested.

Financial Impact:

Future actions may require additional resources.

Attachments:

DTS Housing Element
Housing Affordability Memo
DTS Homelessness Element
DTS Development Incentives Element
Tool Box
Link to DTS Webpage



HOUSING

LIVABLE MIXED INCOME NEIGHBORHOODS

INTRODUCTION

IMPORTANCE OF A DOWNTOWN RESIDENTIAL COMMUNITY

Maintaining a viable downtown residential community is an important regional objective. The City's Comprehensive Plan includes a target of directing $\frac{1}{4}$ of the city's forecasted population growth into downtown. This translates into about 5,000 new downtown residents living in approximately 2,500 to 3,500 new residences over next 20 years.

Beyond demographic distribution, new downtown residents will create a livable urban residential neighborhood with a variety of housing choices for people who wish to minimize auto dependency, live close to work, prefer unique housing types, and enjoy Downtown amenities. At the same time, a vibrant downtown depends on local residents to support local businesses, provide a local work force, and generate 18 hour a day pedestrian activity.

Participants in the public planning process continuously expressed the importance of addressing housing needs for people with a variety of incomes and providing strong, resilient neighborhoods in the urban core. Because of the complexity of addressing housing issues, including affordability, design quality, and economic feasibility, the planning team made a special effort to develop a framework for a more comprehensive housing strategy to address the topic.

RELATIONSHIP TO HOMELESSNESS

Homelessness is a pervasive issue that affects Downtown as well greater Olympia, the region, and the entire country. Participants in public workshops and meetings identified the importance of addressing homelessness and related street dependency as a top priority. Homelessness is related to housing in that competition for the supply of lower priced and subsidized housing can push people into homelessness. Beyond this linkage to housing, addressing homelessness includes other considerations and is of such importance it is addressed in a separate dedicated DTS element.

THE NEED FOR A CITY AND REGION-WIDE PERSPECTIVE

Downtown housing objectives and conditions should be considered in a broader context since housing needs, public policies, and implementation measures all have city-wide and regional implications. Therefore, while this DTS specifically addresses Downtown, City efforts will be more effective if all proposed actions consider housing conditions, policies, and activities on a larger, city-wide, or even regional scale.

CITY ROLE

The City is not a housing provider in that it does not directly construct or manage housing resources. Housing development is largely influenced by market conditions and other housing providers. However, the City can encourage housing and neighborhood development through zoning, regulations, incentives, public investments, and partnerships with housing providers.

Over the past few decades, the City has taken several steps to set the stage for development of housing in Downtown. It established high density zoning, height bonuses, and residential parking exemptions. The City has encouraged the private sector through major public space and amenity investments, a multi-family tax exemption, lower downtown impact fees, and partnerships where the City assisted with site clean-up. The City has also helped housing providers construct housing for lower income citizens through the sale of surplus City land for \$1 and federal block grants.

GOALS AND OBJECTIVES

The following are Olympia Comprehensive Plan Goals that form the foundation of the concepts and recommendations in this element.

GL1: Land use patterns, densities and site designs are sustainable and support decreasing automobile reliance.

PL1.6: Provide for a compatible mix of housing and commercial uses in commercial districts ... that enables people to walk to work and shop, supports transit, and includes convenience businesses for residents.

PL11.2: Provide incentives for housing in commercial districts near transit stops.

GL14: Olympia's neighborhoods provide housing choices that fit the diversity of local income levels and lifestyles. They are shaped by public planning processes that involve citizens, neighborhoods, and city officials.

PL14.2: Concentrate housing into three high-density Neighborhoods: Downtown Olympia, Pacific/Martin/Lilly Triangle; and the area surrounding Capital Mall. Commercial uses directly serve high-density neighborhoods and allow people to meet their daily needs without traveling outside their neighborhood. High-density neighborhoods are highly walkable. At least one-quarter of the forecasted growth is planned for downtown Olympia.

GL16: The range of housing types and densities are consistent with the community's changing population needs and preferences.

PL16.1: Support increasing housing densities through the well-designed, efficient, and cost-effective use of buildable land, consistent with environmental constraints and affordability. Use both incentives and regulations, such as minimum and maximum density limits, to achieve such efficient use.

PL16.2: Adopt zoning that allows a wide variety of compatible housing types and densities.

PL16.8: Encourage and provide incentives for residences above businesses.

PL16.13: Encourage adapting non-residential buildings for housing.

PL16.14: Provide annual information on affordable homeownership and rentals in the City, including the operative definitions of affordable housing, criteria to qualify for local, state, and federal housing assistance, data on current levels of market-rate and affordable housing, demand for market-rate and affordable housing, and progress toward meeting market-rate and affordable housing goals.

PE3.3: Promote high-density housing downtown for a range of incomes.

GS3: Affordable housing is available for all income levels throughout the community.

PS3.1: Promote a variety of residential densities and housing types so that housing can be available in a broad range of costs.

PS3.2: Encourage preservation of existing houses.

PS3.3: Take steps to ensure housing will be available to all income levels based on projected community needs.

PL5.7: Recognize the value of historic preservation as part of the effort to maintain an affordable housing stock.

GS5: Special needs populations, such as people with developmental disabilities, the homeless, the frail elderly, and others who have difficulty securing housing, have adequate, safe, and affordable housing.

PS5.1: Disperse housing for low-income, moderate-income, and special-needs residents throughout Olympia and its Urban Growth Area, and discourage concentration of such housing in any one geographic area.

PS5.2: Support the Fair Share Housing allocation process and work with other jurisdictions to monitor progress toward achieving agreed upon goals.

PS5.3: Evaluate the possibility of providing density bonuses to builders who provide low-income housing in market-rate developments, and of tying the bonus to affordability.

PS5.4: Encourage new housing on transportation arterials and in areas near public transportation hubs.

PS5.6: Retain existing subsidized housing.

GS8: The existing low-income housing stock is preserved.

PS8.1: Continue to fund the repair and rehabilitation of single-family and multi-family housing using federal, state, and local funding sources.

PS8.2: Support applications by the Housing Authority of Thurston County and other non-profit housing developers to construct or purchase existing units for low-rent public housing.

PS8.3: Support applications from eligible non-profits to federal and state funding sources to build new, or rehabilitate existing housing to meet low-income housing needs.

PS8.4: Encourage and provide technical assistance to private developers and non-profits applying for below-market-rate state or federal loans to construct or rehabilitate low-income, multifamily rental housing.

PS8.5: When Community Development Block Grant or Housing and Urban Development-funded buildings are at risk of being converted to market-rate status, inform the tenants of any purchase and relocation options available. When possible, help the Housing Authority of Thurston County and non-profit organizations buy such housing.

PS8.6: Enforce policies that provide financial and relocation help to people who are displaced from their homes as a result of construction and development projects using federal funds. (Per section 104(d) of the Housing and Community Development Act of 1974 as amended, requiring the replacement of low- and moderate-income housing units that are demolished or converted to another use, in connection with a Community Development Block Grant project.)

GS9: New low-income housing is created to meet demand.

PS9.1: Continue to support projects funded by low-income tax credits and revenue bonds.

PS9.2: Investigate and support appropriate multi-jurisdictional support for the Housing Authority of Thurston County bond sales.

PS9.3: Promote partnerships between public and private non-profit organizations to increase housing and home ownership opportunities for people with special needs, and for low- and moderate-income households.

PS9.4: Continue to encourage development of single-room occupancy units downtown, along urban corridors, and in other areas where high-density housing is permitted. This could include encouraging alliances between public, private, and nonprofit organizations.

PS9.6: Help low-income and special needs residents find ways to purchase housing, such as shared or limited-equity housing, lease-purchase options, co-housing, land trusts, and cooperatives.

PS9.7: Work with jurisdictional partners through the county-wide Home Consortium, to fund affordable housing projects that serve low- and very low-income residents.

PS9.8: Continue to administer the Housing Tax Credit program to develop both market-rate and low-income housing.

PS9.9: Support non-profit and faith-based organizations in their efforts to provide emergency homeless shelters.

GT13: A mix of strategies is used to concentrate growth in the city, which both supports and is supported by walking, biking, and transit.

PT13.5: Allow housing in commercial and employment areas to reduce commute and errand distances, and encourage alternatives to driving.

PR8.2: Pursue affordable housing and studio/rehearsal space for artists, including support for, or participation in, establishing or constructing buildings or sections of buildings that provide living, work and gallery space exclusively for artists.

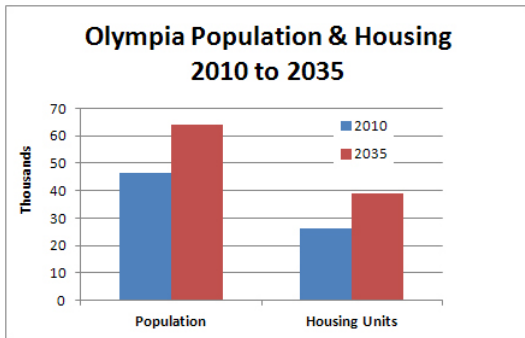


Chart showing projected growth in Olympia



Townhouses



Detached accessory dwelling unit

SPECIAL CONSIDERATIONS

CURRENT CONDITIONS AND GROWTH PROJECTIONS

The downtown residential population recorded in the 2010 census is 1,800. The City's Comprehensive planning target would add almost 5,000 new residents by 2035.

There are currently 1,645 units (based on a 2015 Housing Inventory) in the Downtown and 2,500-3,500 new units are projected by 2035 to house those 5,000 new residents.

Housing development is on the rise in Downtown Olympia. Sustained planning and strategic public investments, along with changing market conditions and demographics, are contributing to this. Within the past three years, 299 new housing units were added downtown, which is significantly more than in the previous two decades. In 2017, over 400 new units are expected to be in permitting or under construction.

POTENTIAL RESIDENTIAL DEMAND

As noted above, the City expects an increase of 2,500 to 3,500 additional housing units depending on the average household size, which is estimated to be 2.25 city-wide according to the 2014 American Community Survey 5-year estimate. As Downtown tends to have even smaller households, a range of household sizes is assumed in order to project the number of new housing units. At one end of the range, an average size of 2.0 persons per household is slightly less than the city-wide average; at the other end, an average size of 1.5 is slightly below the average for the area of Downtown south of Legion Ave. Generally, the real estate market analysis and projected demand indicate that the City's residential target for downtown is realistic.

The projected distribution of new units in the form of townhomes, low-rise apartments (2-3 stories), and midrise apartments (4-7 stories) is shown in the table below. This is not a goal, per say, rather a projected distribution of residential building and unit types is based on the likely household composition and income levels of new residents. Within these general types, there is expected to be a diversity of apartment sizes, styles, and levels of affordability. The distribution by unit type for each household segment assumes the following:

- Family households with children under 18 are more likely to choose a townhouse.
- Family households without children and with higher incomes are more likely to choose a midrise unit.
- Non-family households with moderate incomes are more likely to choose a low-rise unit.

As shown in the table, the projected demand by unit type over the twenty year period is:

Townhouses	684 to 958 units
Low-rise (2-3 stories)	1,097 to 1,536 units
Midrise (4-7 stories)	719 to 1,006 units
Total	2,500 to 3,500 units

The market and feasibility analysis indicates that a variety of housing types are feasible in Downtown.

The townhouse units will likely be a mix of units for sale and for rent. The low-rise and midrise units will be predominately for rent at least in the foreseeable future. As rents rise, there will be more interest in condominiums. Developers will be more inclined to respond to that interest if laws are changed to limit liability for construction defects.

For more information, please see "Olympia Downtown Strategy Market Analysis" prepared for the City of Olympia by Property Counselors, April 20, 2016, included in [Appendix B.1](#).



3 story multifamily



"5 over 1" mixed use



Townhouses around a court

ECONOMICS OF HOUSING DEVELOPMENT

To identify realistic economic opportunities for Downtown, the planning team completed a feasibility analysis for development of potential catalyst projects on key sites. The analysis focused on mixed use and residential units because these represent the priority development in the Downtown in order to meet residential growth projections. Additionally, the mixed use projects provide a test of both commercial and residential development feasibility. The full feasibility analysis on which this summary is based is included in [Appendix B.2](#). The analysis identifies whether or not the vision for private development is realistic. It also describes the conditions necessary for feasible development and what public actions might facilitate those conditions.

Summary of Methodology and Analysis

To study the feasibility of various housing development types on different site configurations, five illustrative sites were evaluated to reflect a range of residential density, existing site conditions, and building reuse potential. The configurations studied are:

- 1. Quarter Block Site:** intended to be representative of a multi-story mixed use building on a vacant site. The base case is four floors of residential over a ground floor of parking and retail and a second floor of parking.

SITE AREA

14,400 SF

COMMERCIAL

6,766 SF (ground level)

20 parking spaces (3 per 1000 SF)

RESIDENTIAL

48,936 SF (4 floors)

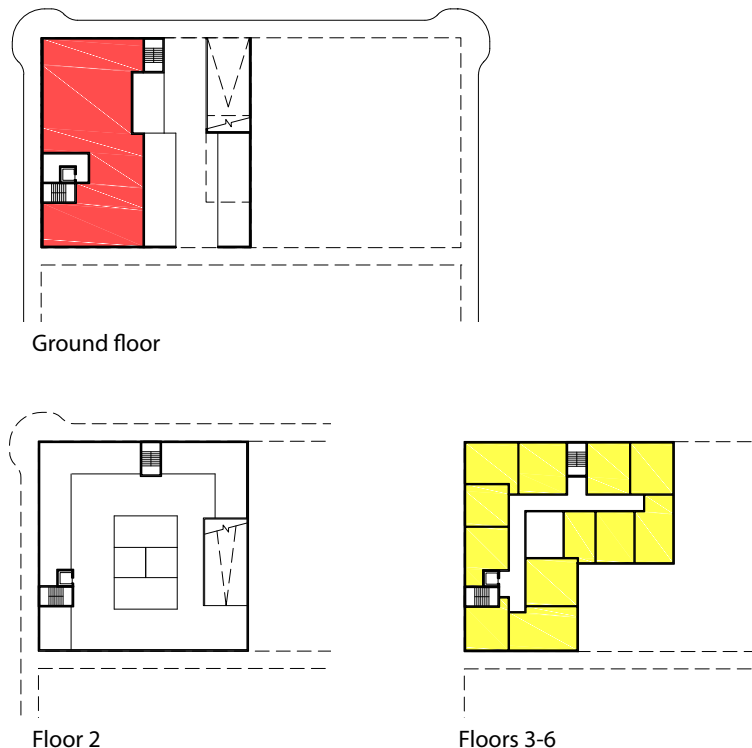
48 residential units (12 units's per floor)

30 parking spaces (.62 spaces per unit)

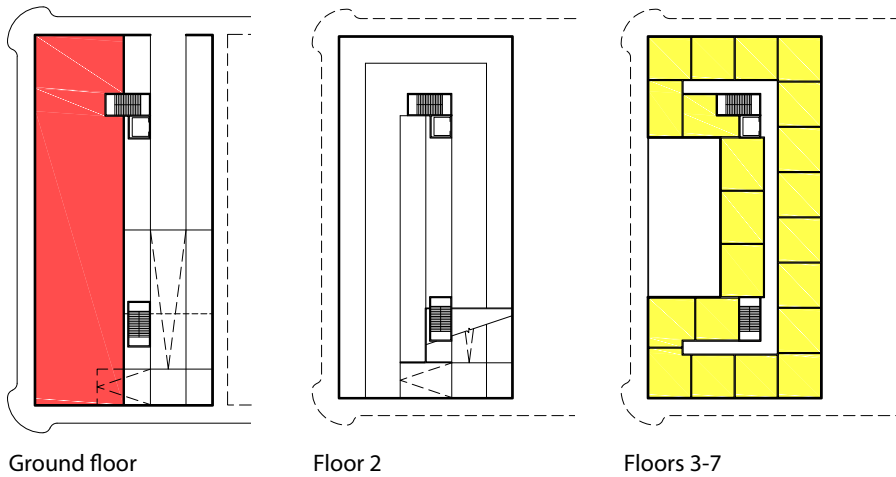
STRUCTURED PARKING

5,976 SF (ground level), 13,051 SF (level 2)

50 spaces



- 2. Half Block Site:** intended to be representative of a multi-story mixed use building on a half block redevelopment site. The base case is five floors of residential over a ground floor of parking and commercial and a second floor of parking.



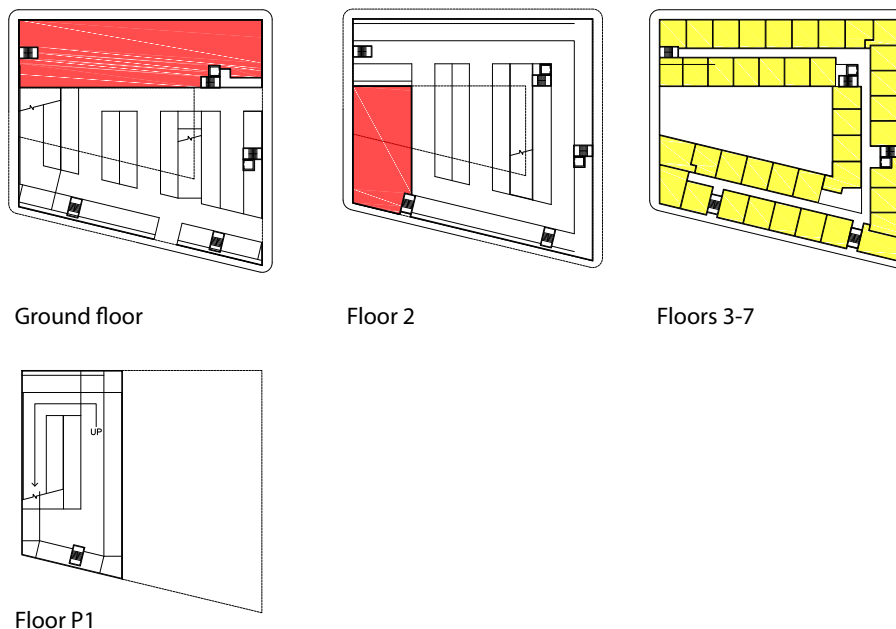
SITE AREA
30,000 SF

COMMERCIAL
14,800 sf (ground floor)
44 parking spaces (3 per 1000 SF)

RESIDENTIAL
24,500 SF (5 floors)
105 residential units (21 units per floor)
79 parking spaces (.75 spaces per unit)

STRUCTURED PARKING
41,216 SF (2 floors)
124 spaces
14,916 SF (floor 1), 26,300 SF (floor 2)

- 3. Parking Lot Site:** intended to be representative of a mixed use building on a full block vacant site. The building would include five floors of residential over commercial space, at grade structured parking, and a partial level of underground parking.



SITE AREA
55,539 SF

COMMERCIAL
24,058 SF (split level)
72 parking spaces (3 per 1000 SF)

RESIDENTIAL
212,815 SF (5 floors) 42,563 SF per floor
205 residential units (41 units per floor)
188 parking spaces (.91 spaces per unit)

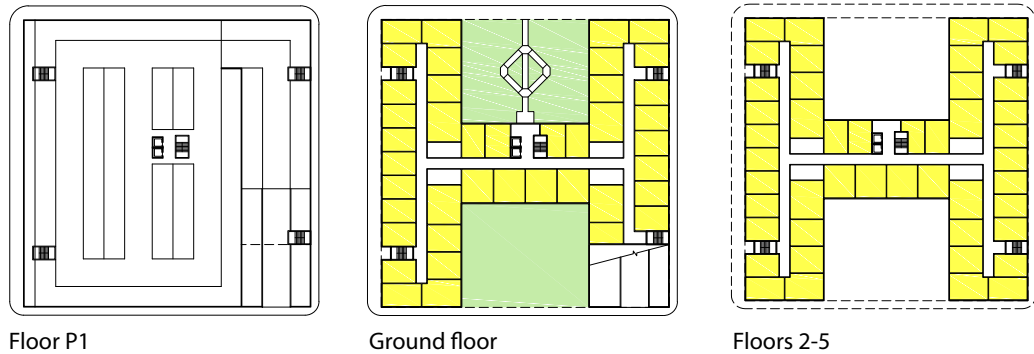
STRUCTURED PARKING
104,614 SF (3 floors)
260 spaces
38,039 SF (floor 1); 47,537 SF (floor 2);
19,038 SF (floor P1)

SITE AREA
62,500 SF

OPEN SPACE
19,800 SF

- RESIDENTIAL**
- 208,834 SF (5 floors)
 - 38,717 SF (ground floor), 42,529 SF (floors 2-5)
 - 225 residential units: 41 units (floor 1), 46 units (floors 2-5)
 - 182 parking spaces (.81 spaces per unit)

STRUCTURED PARKING
60,000 SF (floor P1)
182 spaces

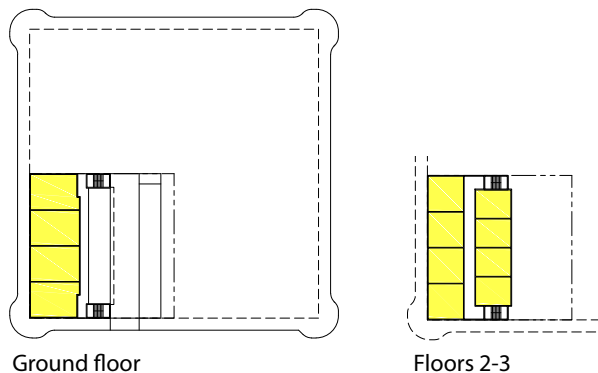


- 4. Full Block Site:** intended to be representative of a residential building on a full block redevelopment site with partially underground parking. The building would include five floors of residential (one concrete and four wood frame) over a single level of partially underground parking.

SITE AREA
14,400 SF

- RESIDENTIAL**
- 21,628 SF (3 floors)
 - 20 residential units: 4 units (ground floor), 16 units (floors 2 - 3)
 - 24 parking spaces (1.2 spaces per unit)

SURFACE PARKING
6,768 SF
24 spaces



- 5. Low-rise residential infill:** intended to be representative of a single use three story garden-style apartment with surface parking.

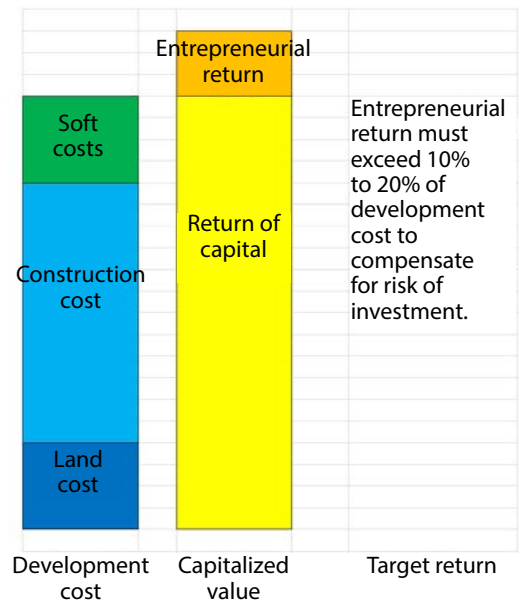
Development scenarios for each site were subjected to a financial feasibility analysis. The proforma feasibility analysis compares the cost of development to completed value to determine the entrepreneurial profit. Entrepreneurial profit is considered the compensation to a developer for incurring the risk of undertaking and completing a project. Entrepreneurial profit for any development plan is compared to a target rate to identify whether that option is feasible. Entrepreneurial return of 15% or more of the development cost is within the typical range for feasible development.

Each case for each site can be evaluated according to two measures:

- Does the entrepreneurial return exceed 15% of development cost? If so, that case is considered feasible, and could attract private investment.
- If a case is not feasible given the base assumptions, what conditions would be necessary for feasibility and are they achievable? The necessary conditions can reflect a combination of higher rents, lower construction costs, lower land costs, and available development incentives.

Summary of Financial Results

The following table shows results that summarize the entrepreneurial profit as a percentage of the development cost for each site. The cases include a base situation where no development incentives are offered by the City; cases with the multifamily property tax exemption, both the eight year exemption (with no dedicated affordable housing) and 12 year (with 20% of units affordable to households that earn 80% or less of median income levels in the county); and cases with no impact fees. The cases that represent acceptable rates of return are highlighted.



The feasibility analysis examines the amount of profit against project development costs.

MONTHLY APARTMENT RENTS



The analysis found that different types of housing required different rents to be feasible. Multifamily units with above \$2.00/ SF/ Month are starting to be built and occupied, indicating a variety of unit types are becoming feasible.

Entrepreneurial Return as a Percent of Development Cost

Highlighted cells indicate a return greater than 15% and are therefore feasible in the near future

		Base	MFTE 8 Year	MFTE 12 Year
1	6-Story MU on Quarter Block	13.32%	18.56%	10.10%
2	7-Story MU on Half Block	13.19%	18.50%	9.93%
3	7-Story MU on Irregular Block	11.93%	17.12%	8.82%
4	5-Story MU on Full Block	9.17%	14.90%	5.20%
5	3-Story Infill MF on 2 Residential Lots	6.67%	12.16%	14.15%

The conclusions derived from this analysis are summarized below.

1. Based on the results of the analysis, it's likely that six or seven story mixed use buildings are feasible under current market conditions in conjunction with the eight year tax exemption (which the City already makes available.)
2. Because the current market driven rental rates are close to those necessary to achieve an adequate return on investment, it is likely, given current trends, that the types of development envisioned in the feasibility analysis will occur in the near future.
3. The use of the eight year tax exemption enhances the feasibility of the mixed use concepts because it reduces overall operating expenses. The 12 year tax exemption does not perform as well for mixed use concepts due to the loss of income associated with the affordability requirement.
4. The use of the 12 year tax exemption enhances the feasibility of the garden apartment scenarios because it provides lower operating expenses. Also, market rents for this type of structure meet the MFTE affordability requirement so that there is no need for the property owner to artificially lower rents.
5. The City already charges impact fees at lower rates within Downtown relative to other areas of the City. While further reductions would improve rates of return, given the tax exemptions this does not appear to be necessary to provide for feasible development.
6. The retail component of the mixed use scenarios does not enhance the feasibility. The likely rents don't cover the overall investment, particularly structured parking at typical parking ratios. If there were no requirement to include retail, developers would probably not include retail on sites without heavy pedestrian traffic, good visibility and access, and surrounding complementary uses.

7. The additional cost of building acquisition under a redevelopment scenario (versus a vacant site) provides an additional challenge for feasibility, but the feasibility analysis assumed that the existing structures on redevelopment sites had modest value.

The larger sites provide additional flexibility in unit and parking layouts, but the increased value is not assumed to be great in this analysis. Downtown features an excellent array of public and commercial attractions, and the City is investing in an ambitious program of street improvements. Additional improvements to public property and parks along the waterfront will enhance the desirability of the area and the feasibility of development. City assistance with uncertainties related to sea level rise and site contamination are more immediate challenges that should be addressed.



The feasibility of structured parking as a function of land price. The yellow arrow roughly indicates the current land price range in Downtown. The dashed arrow indicates likely future range. Note that this is only a very generalized rule of thumb and can vary depending on site conditions and type of housing.

The cost effectiveness of structured and underground parking is a function of land price. In simplest terms, when the cost of land exceeds the cost of the parking structure, then becomes advantageous to build structured parking. The case study sites included structured above grade, below grade, and surface parking examples. Of course, below grade parking is not cost effective in high water table locations north of Legion Street.

The Need for Development Incentives

In spite of the favorable findings of the feasibility analysis, Downtown has some special development challenges that can hamper positive development, including: known and unknown soils contamination, risks from sea level rise, high construction

cost on the dredged fill, aging infrastructure, diversity of property ownership, and negative perceptions caused by perceived levels of crime, homelessness, and lack of cleanliness. These conditions point to the need for development incentives or other actions to encourage the desired housing development. Additionally, if the City can lower unnecessary costs to developers, this will allow for lower rents and, if design guidelines are in place, higher quality development.

The City has prepared a development incentive Tool Box ([Appendix C.1](#)), which is described in the Development Incentives Element. Many of the Recommended Actions in the Land Use Element directly address the need to encourage a range of housing development.

For more information, please see “Olympia Downtown Strategy Market Analysis” prepared for the City of Olympia by Property Counselors, April 20, 2016, included in [Appendix B.1](#).

AFFORDABILITY

Both City policy and public opinion expressed by participants during the planning process advocate for housing options available to people with the full range of affordability levels. To do this, it is necessary to identify what is meant by “affordable.” The U.S. Department of Housing and Urban Development (HUD) defines the levels of affordability based on what a family can afford if it pays 30% of its income for housing. The HUD definition of affordability might not reflect what a person can actually afford to pay for housing. It is based on averages in the county and includes renters and owners. There is a substantial difference between the two, but the levels below provide a context for discussion on the subject. For the DTS, affordability levels are based on the median income for a 2 person household in Thurston County, which in 2016 was \$58,880.

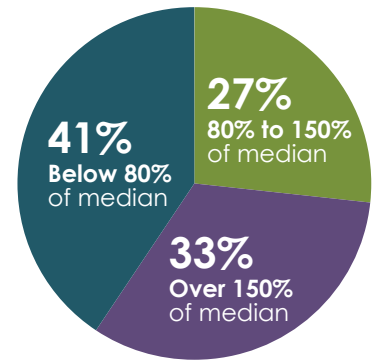
A review of current affordability levels provides a perspective to understand proposed actions. Note the first proposed housing action includes additional public process to identify affordability needs and goals, so **the following should be considered only as preliminary information to provide a general background and to establish the need for more detailed analysis.**

- **Very low** income: below 50% of median income = below \$29,440.
- **Low**: between 50% and 80% = \$29,440 to \$47,104.
- **Moderate**: between 80% and 100% = \$47,104. To \$58,880.
- **High**: over 150% = over \$88,320.

Note: All figures are for a 2 person household in Thurston County in 2016.

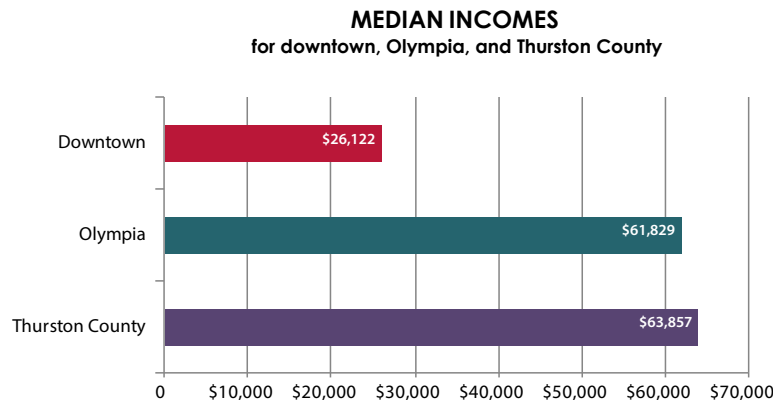
HUD housing subsidies and some other programs start being available for households below 80% median income. In the City of Olympia, 41% of all households earn below 80% of median income, 27% earn between 80% and 150% of median income, and 33% earn more than 150% of median income.

The planning team examined HUD's 2016 breakdown of housing affordability in Thurston County and compared that to income data for Olympia and Downtown from the 2014 American Community Survey 5 year average. This data is included in [Appendix F.1](#), and contributes to the following conclusions:



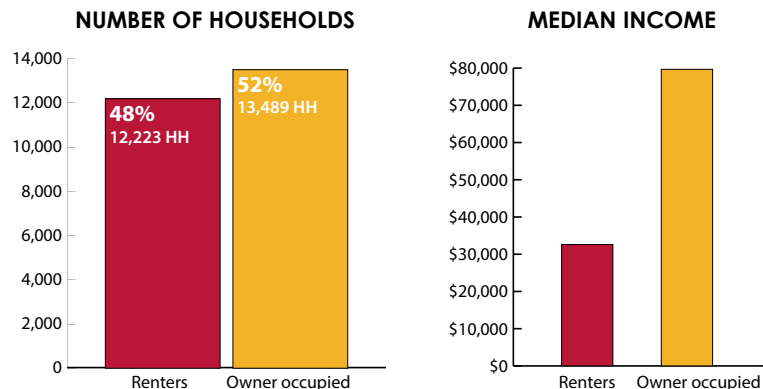
Distribution of income levels in the City of Olympia

1. Current median household income levels Downtown are significantly lower than income levels in the County and in the City as a whole.



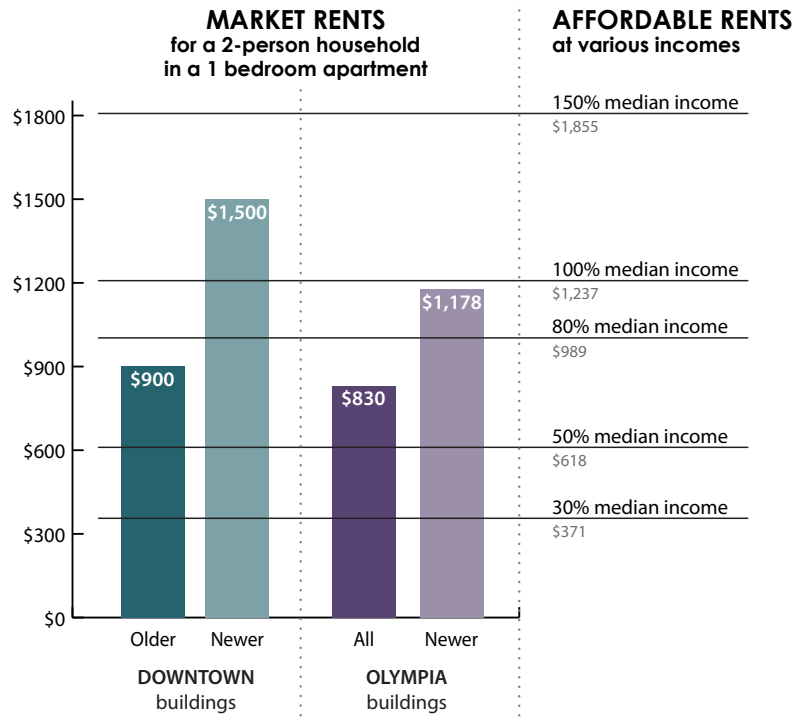
On average, people living Downtown make less than half the income of Olympians as a whole.
(Source: American Community Survey 2010 - 2014)

2. The average household in a rental unit vs. an owner unit has a much lower median income, thus units that are "affordable" based on percentages of median income for all households will require more than 30% of median income for rental households.



Nearly half of Olympians rent their homes. On average, home owners' incomes are more than twice the income of renters. (Source: American Community Survey 2010 - 2014)

3. Residents in neighborhoods with goods and services within easy walking distance and good transit service can afford to spend a higher share of their income on housing. While typical households spend 31% of their income on shelter, they spend 47% on shelter plus transportation.
4. Households at 100% of median for the city can afford the average rents in new units city-wide, but not new units Downtown because new market rate Downtown units are more expensive.



The chart above illustrates that people making 80% of median income or more can afford to live in older market rate Downtown buildings, but they cannot afford to live in most newer market rate units. People making 50% of median income cannot afford to live either downtown or in the rest of the City without subsidies. (Source: Dupre and Scott, 2015 fall rental report; American Community Survey 2010 - 2014)

5. Olympia's city-wide income distribution contrasts with the affordability of Downtown's housing stock.

Based on a 2015 inventory, about 57% of downtown residences were subsidized or low cost units while only 38% of dwelling units are "market rate". (The additional 5% of the total are live-aboard boats in the marina.)

"Subsidized" is a term that covers a broad range of government or charitable funded assistance that reduces housing costs for people of low to moderate incomes. Forms of subsidies include rental assistance, rent controlled apartments, non-profit managed apartments, or other programs. It also includes funding to private rental property owners for rental rehabilitation or construction that lowers the base cost of the housing, in turn lowering the rents.

Market Rate is the price of housing that can be reasonably expected based on factors such as average household income and cost of living.

If a general balance of housing options is desired, the current housing inventory suggests more market rate housing is needed, at least in the short term. At the same time, income data suggests that subsidized and lower cost housing is also important, and that as Downtown continues to grow, these residential options should also be expanded.

Throughout the DTS process, some community members expressed concern that new housing development would result in the displacement of lower income residents from the Downtown. This is currently unlikely at this point in time since new market rate housing is unlikely to be built on functioning existing residential properties as there are numerous undeveloped or underdeveloped lots. It is far more likely that additional available market rate housing will help relieve demand for existing units by new residents seeking Downtown housing. Of course, this can change if the market “heats up” dramatically, but that appears unlikely at present. Also, there are added benefits to additional market rate housing. For example, a more balanced mix of housing will support Downtown businesses and increase pedestrian activity.

The greatest short term “displacement” threat is the loss of existing affordable housing. This is best addressed by affordable housing retention strategies and increasing the supply of market rate housing. Of the 1,645 total housing units in Downtown, 299 are considered low cost / unsubsidized. In other words, their rents are dictated by the market, but are lower than average ‘market rate’ due to being older or smaller. These units are especially at risk of being lost as affordable units because the rents could increase as the market goes up. Recommended Action **H.4** directly addresses this need and is supported by Actions **H.1**, **H.2**, and **H.5**.

To repeat, the above discussion should be continued with further analysis and more defined public objectives relative to affordability, not only in the Downtown, but city-wide as well.

RECOMMENDED ACTIONS

H.1 Develop a Comprehensive Housing Strategy to establish a mixed income residential community in Downtown.

Timeframe

2018 - 2019

Lead

Community Planning and Development

Partners and Participants

- Council
- Planning Commission
- Olympia community and public
- Other jurisdictions in the County
- TRPC
- Social Services
- Non-profits
- Private sector housing developers

Description and Intent

Setting the stage for Downtown to be a mixed income neighborhood is an important community goal. While the City has previously taken several steps to encourage Downtown housing, a more comprehensive housing strategy will help the City stimulate a diversity of housing options in Downtown as the area continues to grow. Rather than putting regulations and incentives in place and then waiting for the market to respond (as in the past,) the recommendation is for a more proactive approach working toward stated housing goals. This is not a one-off step, rather a strategy to be carried out by an ongoing program described in HS.2.

The strategy should:

- **Consider City-wide and Regional Housing Conditions:** Consider Downtown housing in the context of city-wide and regional housing goals;
- **Establish Affordability Goals:** Identify affordability needs and goals through further community conversations and analysis (this effort should include a robust public conversation leading to specific City Council directives regarding the number and types of housing needed to help achieve affordability levels as well as measures to strengthen local neighborhoods.) These goals must be specific enough so that it is possible to determine (through the monitoring program) whether or not sufficient housing is being provided for all income levels, while also being mindful that the City can influence the market but not control it.
- **Create a Means to Monitor Progress and Adapt to Changing Needs:** Establish a monitoring program to periodically assess housing affordability, production levels, inventories, and other conditions relative to City goals. This is necessary to ensure that affordability goals can be met in the future as market, economic conditions, and population demographics change.
- **Identify a Variety of Implementation Measures and Development Incentives to Achieve Housing Goals:** Identify best practice incentives and other tools that the City can use to stimulate housing for households of various affordability levels. While there is some overlap, generally the tools available to the City to encourage market rate housing are different from the tools used to encourage subsidized housing. Likewise, an entirely different set of

approaches may be used to work in partnership with social service and non-profit sectors to support the continuum of care that helps people experiencing homelessness transition into housing. (See the Development Incentives chapter for additional information.)

- **Identify Fund Sources:** Identify the resources necessary to effectively support the above-listed efforts, including both public policy and longer-term funding commitments. Also identify the resources necessary to achieve housing options for the full spectrum of household income levels (both expenses and revenues).

For all recommended actions, the scope, timeline, and partners/ participants are preliminary and will be refined as the City approaches implementation. Many of the actions will include briefings for and sometimes guidance from City advisory boards and neighborhood organizations.

Key Relationships to Other Actions

All of the other Housing Actions are important to set the stage for a comprehensive housing strategy. Additional actions that help set the stage for this effort include:

- H.2** Allocating additional resources to implement the plan will likely be necessary.
- LU.6** Promote incentives and other tools that encourage private investment is a necessary action in order to encourage new housing development.
- LU.3** Update zoning & development standards; includes recommendations for revising the UR zone in Southeast Downtown which will help to stabilize that neighborhood and increase residential development opportunities.
- LU.1** Form a Sea Level Response (SLR) Plan will reduce the uncertainty related to this issue.
- LU.7** Apply for an EPA Brownfield Assessment Grant and other federal, state funds to assist with assessment or clean-up of site contamination will assist property owners in addressing potentially costly site conditions.
- HS.1** Convene a broad range of stakeholders to form a more coordinated response to homelessness will lead to broader understanding and agreement about transitional housing needs in the region.

Transportation Element: Upgrading streetscape quality will make downtown residences more desirable and encourage market rate housing development.

2017 Missing Middle Code Updates: which will review options for increasing density and supporting infill housing in existing neighborhoods city-wide, including southeast Downtown neighborhood.

Implementation Steps

- 1. Scope and Budget:** City Council scopes the housing strategy and approves a budget (2017).
- 2. Public Process to Form the Strategy:** The City initiates a discussion of affordable housing goals and objectives (2018).
- 3. Implement Strategy:** Once the City Council adopts the specific objectives, program elements and budget, a CPD led team carries out the program further described in HS.2 (2019 and beyond).

H.2 Dedicate additional resources for an ongoing housing program to implement the Housing Strategy described in H.1.

Timeframe

2019 and beyond - Following formation of the Housing Strategy described in H.1

Lead

Community Planning and Development

Partners and Participants

NA

Description and Intent

As stated above, the City does not directly produce housing nor can it control the housing market, but it can influence the production of housing through a variety of policies and programs. The aim is to put the right tools and partnerships in place at the right time to help housing providers achieve construction of needed housing types. The comprehensive housing strategy described in HS.1 will determine specific affordability goals, along with best practice tools and a means for monitoring progress. To effectively implement the housing strategy, dedicated resources for an ongoing program is recommended.

The program would carry out the following tasks:

- **Promotion:** Keep private sector and public housing providers informed of Downtown goals and objectives useful to consider when conceiving, planning, and constructing housing, as well available incentives or other tools. Provide information regarding housing development opportunities Downtown.
- **Proactive Support:**
 - Coordinate with affordable housing production partners, including the private sector, County housing program, and non-profits; as well as with temporary and transitional housing service providers.
 - Assist development applicants in the review and public engagement process.
 - Alert public housing providers to the need to protect existing affordable housing resources and encouraging them to purchase appropriate properties that are currently providing affordable housing.

- **Coordinate with regional partners.** Participate in regional housing efforts. Consider Downtown housing in the context of city-wide and regional housing goals.
- **Identify funding opportunities:** Identify sources of funds and pursue funding opportunities in collaboration with housing partners.
- **Assessment and Monitoring:** Assess current housing inventory and monitor progress relative to City goals. Use housing development tools and market conditions, make recommendations for how the City can adjust its approach to meet goals.

The amount of staff time allocated to these tasks could be increased incrementally and varied according to need. While this strategy is focused on Downtown, it would make sense for the housing program to focus city-wide, and in coordination with regional partners and objectives.

Key Relationships to Other Actions

H.1 Develop a comprehensive housing strategy.

H.3-H.5 These actions described could also be included as part of the housing program.

Implementation Steps

1. **Budget:** City Council approves a budget for a housing strategy (2017).
2. **Set Goals:** The City initiates a discussion of affordable housing goals and objectives (2018).
3. **Implement Strategy:** Once the City Council adopts the specific objectives, a CPD led team initiates the preparation of a housing strategy to meet the stated objectives (2019 and beyond).

H.3 Facilitate construction of new housing by using, promoting, and exploring additional incentives/tools to encourage a range of housing options for a range of incomes and lifestyles (e.g., various size apartments/studios, townhomes, live/work, collective living, etc.)

Timeframe

Initiate SEPA exemption legislation in 2017, and consider the additional tools throughout the 6-year implementation period.

Lead

Community Planning and Development

Partners and Participants

- Council
- Planning Commission
- Housing developers

Description and Intent

As noted, more market rate housing options are needed to expand the Downtown housing inventory so that it is balanced in terms of type and affordability level. To encourage this, the City has already established a substantial set of development incentives and this DTS includes a summary of Development Incentives section.

Key Relationships to Other Actions

LU.6 Promote incentives and other tools that encourage private investment, and explore additional tools; includes a list of development incentives that are applicable to housing development. See also the description of incentives in the Land Use Element.

H.4 Inventory current affordable units and study their risk of displacement. Identify actions to encourage property owners, housing agencies and non-profit housing providers to retain current inventory of affordable units.

Timeframe

2018-2019. Consider this issue during the budget process.

Lead

Community Planning and Development

Partners and Participants

Housing providers

Description and Intent

The first step is to initiate a “displacement risk” study that inventories unsubsidized but affordable housing at risk of being torn down or rent increase, dilapidated older housing buildings needing rehab, expiring contracts, etc. There are no silver bullets for protecting these privately owned, lower cost units, but there may be some actions the City can take to encourage the retention of affordable housing. For example, offering incentives such as low-interest loans to encourage property owners to retain housing at lower affordability levels.

An inventory and implementation effort would require additional staff time, but this might be an early task for the staff described in H.2.

Key Relationships to Other Actions

H.2 Dedicate additional resources to coordinate with housing production partners. Staff resources noted in H.2 could be used to accomplish this task.

H.5 Actively work with partners (i.e., higher education and artist organizations) to encourage affordable housing, studio, rehearsal, live/work, and gallery space for artists and other types of workforce housing.

Description and Intent

A greater variety of innovative housing types such as live-work units, artists' housing, loft apartments, shared living, and "apodments" will provide a greater range of housing options and help to achieve comprehensive plan goals. Some of these housing types may require code modifications or clarifications and it would be helpful if the City provided materials describing what is allowed within Downtown. The program staff noted in H.2 could lead this effort.

Key Relationships to Other Actions

H.2 Dedicate additional resources to coordinate with housing production partners. Staff resources noted in H.2 could be used to accomplish this.

Timeframe

Ongoing

Lead

Community Planning and Development

Partners and Participants

- Housing providers
- Colleges and universities
- Artist organizations
- Council
- Planning Commission

Note: In 2017, concept plans are underway by a private developer to rehab the Montgomery Ward Building on 4th into artist studios, housing and gallery space.

H.6 Foster Downtown neighborhood organizations(s) through self-help activities, funding, and public services, and explore options for increasing a sense of community in mixed use/residential neighborhoods.

Timeframe

Support for neighborhood associations is ongoing as part of the City's neighborhood program. Support for more specific activities could occur in 2020 - 2021.

Lead

Community Planning and Development

Partners and Participants

Community residents and existing organizations such as:

- The Downtown Neighborhood Association
- The Olympia Downtown Association
- Fertile Ground
- The Eco Builders Guild
- Faith communities and civic organizations

Description and Intent

Neighborhood improvement activities such as block-watch, tree planting, public gardens, school related programs, festivals, block parties, arts events, etc. build social capital and neighborhood stability. While these activities are most effective when they are self-initiated, many cities provide resources or assistance to community groups. Existing City programs include outreach to Downtown Neighborhood Association (DNA) and the neighborhood grant program. These could be augmented with other low public cost initiatives. The Eco Builders Guild might be a local resource or organizing entity for activities such as for tool sharing programs, gardening assistance, and other self-help efforts. A first step might be to contact the DNA and identify what additional activities might be most useful.

Neighborhood improvement activities should not be restricted to the Southeast area, but offered to emerging residential areas in all parts of Downtown. Additionally, it may be useful to consider activities that include both residential interests of both Downtown residents and the neighborhood east of Plum St.

Key Relationships to Other Actions

NA

H.7 Explore Downtown park needs, particularly in the Southeast Neighborhood area.

Description and Intent

5,000 new Downtown residents will require Downtown neighborhood recreation opportunities. The current Parks Plan focuses downtown improvements on waterfront parks and the Artesian Commons. Enhancing and maintaining these existing facilities will be important to allow citizens and visitors to continue to enjoy the Waterfront and Entertainment areas. The DTS also proposes that the City explores additional Downtown park needs, especially in the Southeast Neighborhood area. Needs could include new parks, enhanced facilities, or programs in existing spaces. Local parks planning should involve neighborhood participation to insure local priorities are identified. For example, improved pedestrian and bicycle access or enhancements to existing facilities may be higher priorities for downtown residents than new parks.

The current Parks Plan does not include land acquisition specifically for downtown, however Downtown will be considered as part of a city-wide effort outlined in the Plan to identify 10 new neighborhood park locations. The current Parks Plan does relate to Downtown parks in the following actions:

- **West Bay Park Master Plan:** consider options for connecting a trail from the park to Downtown, and consider possibility of an elevated observation point to retain view of Mt. Rainier (Olympia Waterfront trail);
- Expanded **programming and continued support of a Park Ranger for the Artesian Commons** park as a way to address concerns about the impact of street dependency, along with real or perceived issues on public safety and general cleanliness.
- **Park upgrades** to Heritage Fountain and Percival Landing Bulkhead (continued improvements to waterfront assets);
- **Expansions** to Percival Landing phase 2 & 3 (not currently funded).

The next plan update will likely focus more on Downtown parks. Additionally, the 2017 design guidelines updates will include requirements for privately-owned open space.

Key Relationships to Other Actions

NA

Timeframe

Throughout implementation period

Lead

Parks, Arts and Recreation Department

Partners and Participants

Community Planning and Development

H.8 Include housing as part of Community Renewal Area (CRA) public/private partnerships for Water Street and former Griswold site.

Timeframe

Ongoing

Lead

Community Planning and Development

Partners and Participants

Private Development Teams

Description and Intent

On July 12, 2016 the City Council adopted a Community Renewal Plan for Downtown Olympia. The Revised Code of Washington (RCW) 35.81.010(18) provides for the creation of Community Renewal Areas (CRA) where there are significant blighting influences stating, “there is an urgent need to enhance the ability of municipalities to act effectively and expeditiously to revive blighted areas and to prevent further blight due to shocks to the economy of the state and their actual and threatened effects on unemployment, poverty, and the availability of private capital for businesses and projects in the area.”

As part of the CRA, the City has issued Requests for Proposals (RFP’s) seeking public/private partners to redevelop two areas in Downtown in order to further objectives to create a vibrant downtown that enhances existing businesses and contributes to the social, environmental, and economic health of the community. Both RFP’s included mixed use with housing as a component of the project.

Water Street Redevelopment Area: Consists of 1.09 acres of public and privately owned property adjacent to the waterfront. This underdeveloped area plays a crucial role in linking community activity centers. The City has selected a development team and work is underway to identify a viable mixed use project.

Key Relationships to Other Actions

This is one of the housing development tools noted in H.3.



BACKGROUND DATA ABOUT THURSTON COUNTY, OLYMPIA & DOWNTOWN

OCTOBER 2016

Housing affordability is determined by the relationship of housing cost and income levels. This document addresses the definitions of affordable housing and the relationship between income and housing cost for the City, Thurston County and Downtown Olympia.

US Department of Housing and Urban Development (HUD) Definition and Parameters

HUD provides parameters that determine eligibility for various housing programs. HUD programs define affordable as housing expenses no greater than 30% of income. Income thresholds are defined based on the median family income for Thurston County. According to HUD, the overall median family income for 2016 is \$73,600, further broken down by family size and income level as shown below. Income levels below 50% of median income are defined as very low; income levels between 50% and 80% are defined as low; and income levels between 80% and 100% are defined as moderate.

Affordable housing costs by unit type are specified by household size and calculated at 30% of income as shown in the second table.

Median Family Income Thurston County 2016								
	% of Median Income							
Family Size	40%	50%	60%	70%	80%	90%	100%	110%
1 person	\$20,608	\$25,760	\$30,912	\$36,064	\$41,216	\$46,368	\$51,520	\$56,672
2 person	23,552	29,440	35,328	41,216	47,104	52,992	58,880	64,768
3 person	26,496	33,120	39,744	46,368	52,992	59,616	66,240	72,864
4 person	29,440	36,800	44,160	51,520	58,880	66,240	73,600	80,960
5 person	31,795	39,744	47,693	55,642	63,590	71,539	79,488	87,437
Affordable Monthly Housing Cost								
	% of Median							
	40%	50%	60%	70%	80%	90%	100%	110%
Studio	\$515	\$644	\$773	\$902	\$1,030	\$1,159	\$1,288	\$1,417
1 Bedroom	589	736	883	1,030	1,178	1,325	1,472	1,619
2 Bedroom	662	828	994	1,159	1,325	1,490	1,656	1,822
3 Bedroom	765	957	1,148	1,340	1,531	1,722	1,914	2,105
4 Bedroom	827	1,033	1,240	1,447	1,653	1,860	2,067	2,273
	Very Low		Low			Moderate		



Housing and Transportation Spending Relationships

Provision of housing in more dense urban settings provides a walkable environment and supports more extensive public transit systems, thereby reducing dependence on private automobiles. The US Census Bureau/Bureau of Labor Statistics Consumer Expenditure Survey identifies spending patterns for households. According to the 2014 survey, for the country as a whole, households in rental units spent 31% of their income on shelter and 47% on shelter plus transportation. The former figure corresponds to the 30% figure used to calculate affordable rental rates. However, households in rental units could afford to spend up to 47% of their income if they could reduce their transportation expenditures.

Difference between “Median Family Income” and “Median Household Income”

Typical income can be measured in a variety of ways. HUD bases their parameters on median *family* income. Alternatively, analysts often use median *household* income to indicate what is typical. What is the difference?

According to the US Census Bureau, “a family consists of two or more people (one of whom is the householder) related by birth, marriage, or adoption residing in the same housing unit. A household consists of all people who occupy a housing unit regardless of relationship. A household may consist of a person living alone or multiple unrelated individuals or families living together.”

HUD provides data about median family income at the countywide level, but does not provide this data at the city level. To better understand median income specifically for Olympia, and even more specifically for downtown, we look to the US Census Bureau’s American Community Survey (ACS). This is *household* income data. Thus, you will notice a difference between the median *family* income for Thurston County, and the breakdown of median *household* income shown on the next page.¹

Olympia Income Levels

Income data from American Community Survey for 2010-2014 provides a breakout by income interval for Thurston County, the City of Olympia (including its Urban Growth Area), and Downtown Olympia. As shown, the income distribution for *households* in the County is similar to that for the City, but Downtown Olympia has a much higher share of households in the lower income intervals.

¹ There is a slight difference between what this memo reflects as median household income and what is reported by Thurston Regional Planning Council (TRPC), even though the same data set is used (American Community Survey, 2010-2014 average). ACS provides household income data at the block group level, which does not always correspond to jurisdictional boundaries. For this memo, the City applied a slightly different assumption about which block groups to include in Olympia than TRPC does on their website: <http://www.trpc.org/460/Median-Household-Income>, which is the reason for the difference.



MEDIAN HOUSEHOLD INCOME American Community Survey 2010-2014			
INCOME DISTRIBUTION	Thurston County	City of Olympia (Including UGA)	Downtown Olympia
150% OF MEDIAN	\$95,786	\$92,744	\$39,183
120% OF MEDIAN	\$76,628	\$74,195	\$31,346
MEDIAN	\$63,857	\$61,829	\$26,122
80% OF MEDIAN	\$51,086	\$49,463	\$20,898
50% OF MEDIAN	\$31,929	\$30,915	\$13,061
30% OF MEDIAN	\$19,157	\$18,549	\$7,837

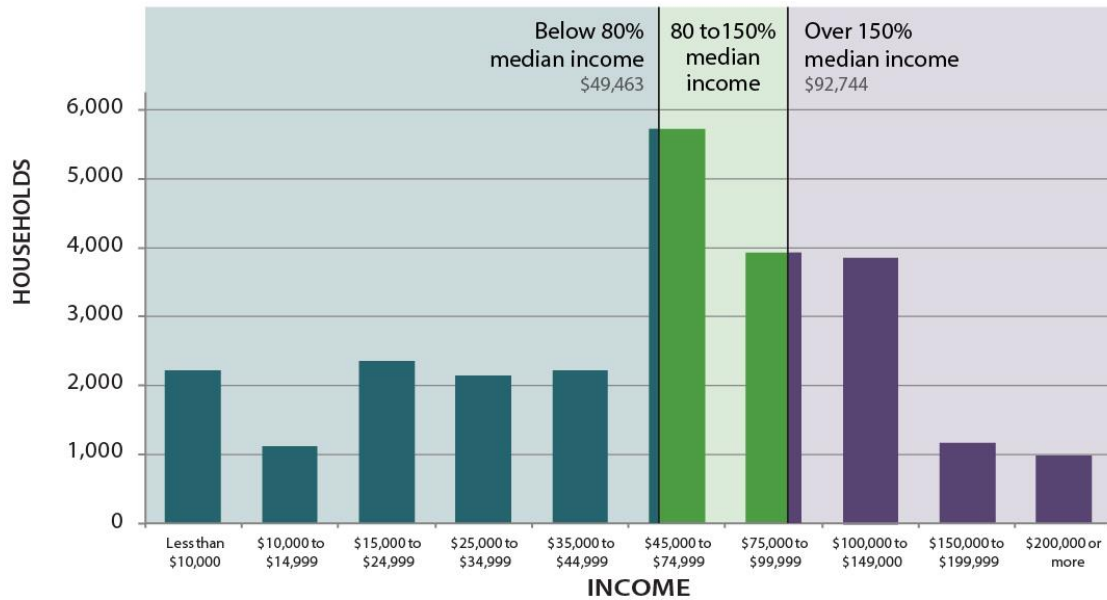
HOUSEHOLD INCOME & DISTRIBUTION American Community Survey 2010-2014			
INCOME RANGE	Thurston County	City of Olympia (Including UGA)	Downtown Olympia
Less than \$10,000	6,349 (6.3%)	2,220 (8.6%)	221 (18.3%)
\$10,000 to \$14,999	3,738 (3.7%)	1,117 (4.3%)	165 (13.6%)
\$15,000 to \$24,999	7,571 (7.5%)	2,358 (9.2%)	268 (22.2%)
\$25,000 to \$34,999	8,308 (8.2%)	2,149 (8.4%)	188 (15.5%)
\$35,000 to \$44,999	9,071 (8.9%)	2,221 (8.6%)	56 (4.6%)
\$45,000 to \$74,999	25,545 (25%)	5,722 (22.3%)	253 (20.9%)
\$75,000 to \$99,999	16,247 (16%)	3,922 (15.3%)	48 (4.0%)
\$100,000 to \$149,000	16,108 (15.9%)	3,852 (15%)	11 (0.9%)
\$150,000 to \$199,999	5,248 (5.2%)	1,167 (4.5%)	0 (0.0%)
\$200,000 or more	3,345 (3.3%)	984 (3.8%)	0 (0.0%)
TOTAL HOUSEHOLDS	101,530 (100%)	25,712 (100%)	1,210 (100%)



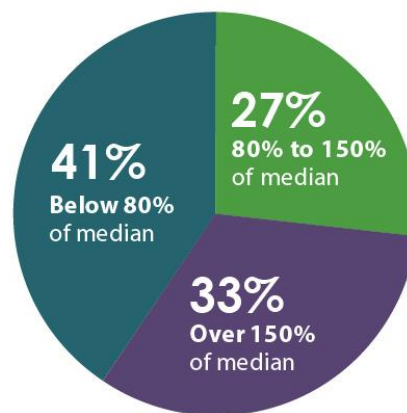
QUESTION

Who lives in Olympia?

OLYMPIA INCOME DISTRIBUTION (All households in Olympia and UGA)



(Source: American Community Survey 2010 - 2014)



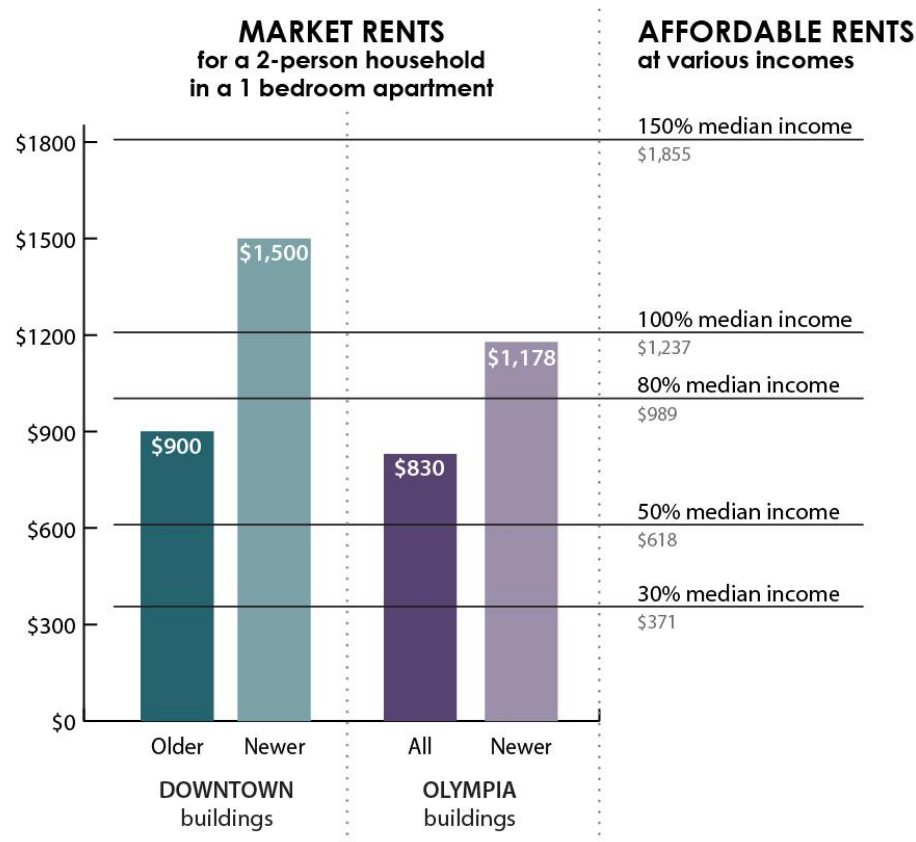
TAKEAWAYS

Over one third of Olympians make 80% of median income or less.



QUESTION

Where can people afford the rent?



(Source: Dupre and Scott, 2015 fall rental report; American Community Survey 2010 - 2014)

TAKEAWAYS

People making **80% of median income** and more **can afford** to live in older buildings in both downtown and greater Olympia.

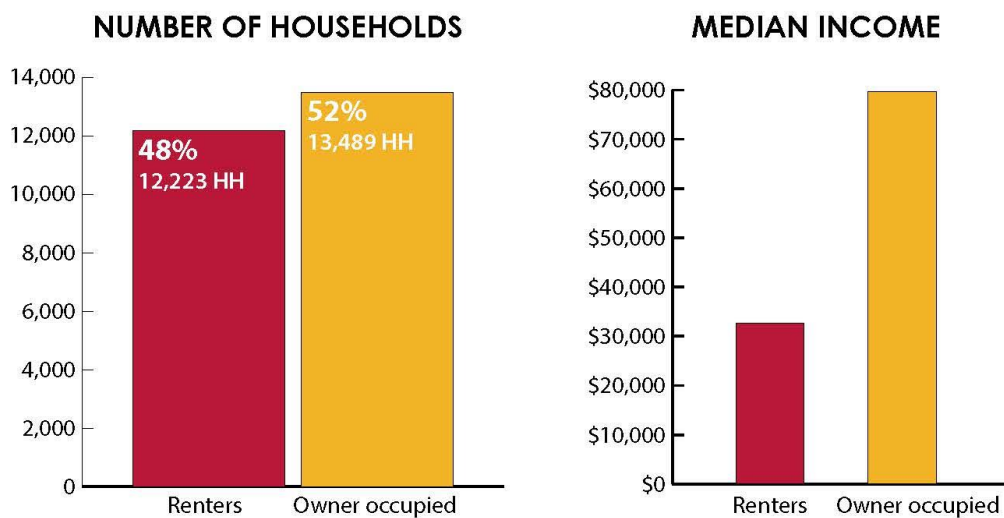
People making **50% of median income** or less **cannot afford** average rent in either place.

Newer buildings downtown are only affordable to people making over 100% of median income.



QUESTION

What about renters vs owners?



(Source: American Community Survey 2010 - 2014)

TAKEAWAYS

Nearly half of Olympians rent their homes.

Owners, on average, make more than double the income of renters.



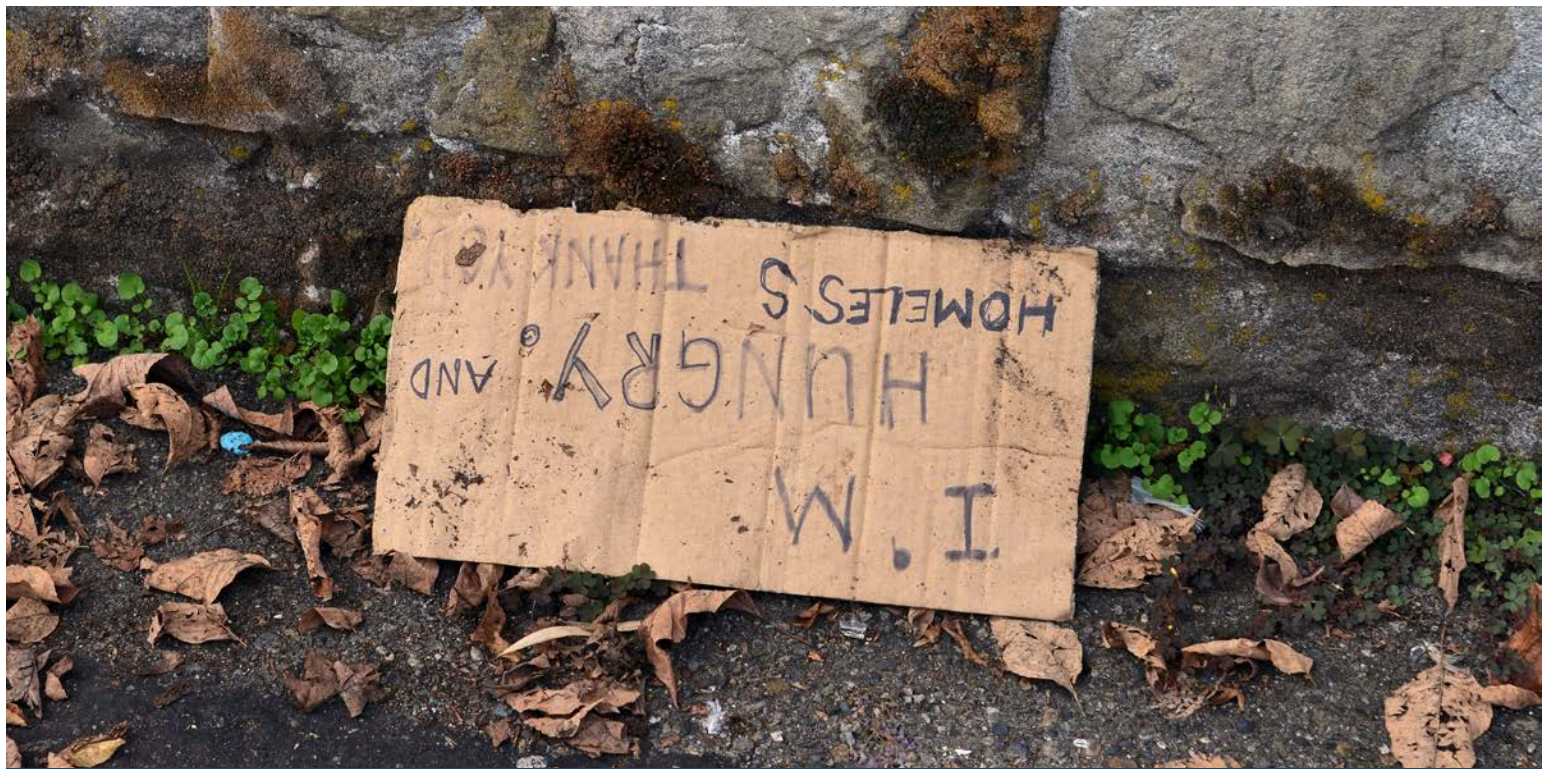
Sources:

Thurston Regional Planning Council. (2015). *Median Household Income*. Retrieved October 17, 2016, from Thurston Regional Planning Council: <http://www.trpc.org/460/Median-Household-Income>

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HOMELESSNESS IN DOWNTOWN

A REGIONAL CHALLENGE THAT REQUIRES WELL CONNECTED PARTNERSHIPS

INTRODUCTION

While not part of the original scope, homelessness emerged as one of the key issues in the Downtown Strategy process (DTS). Through numerous public meetings and online surveys, participants urged that homelessness and street dependency in Downtown be addressed, in terms of both the human needs and the impacts. This issue is so complex that it requires special attention beyond what the DTS process could facilitate. This chapter captures what was learned and outlines some recommended next steps.



The high visibility of homelessness in Downtown is a call to action for advocates and a warning bell of urban decay for other stakeholders.

A Humanitarian Issue

Mirroring trends nationwide, homelessness is a regional issue closely associated with urban hubs, which in Thurston County is Olympia's Downtown. A significant number of the region's most vulnerable citizens come Downtown to seek services or to simply live their lives absent more dignified accommodations.

The Thurston County 2016 Homeless Point in Time (PIT) Count report details regional homelessness through a series of charts. Data collected since 2006 demonstrates that despite best efforts marshaled through the region's "10-Year Plan to Reduce Homelessness," the number of people experiencing homelessness in the region from year to year has not been reduced overall. While the report details homelessness by the numbers, these statistics represent people whose most basic human needs are not met. In itself, this is a striking social issue. It also deeply challenges Olympia's pride as a compassionate community. (The 2016 PIT Count report is available online.)

A Business Issue

Most community members agree homelessness is a humanitarian issue deserving attention, funding and compassion. At the same time, there is recognition that when people are living on Downtown streets it has a negative impact on public spaces and businesses. For some, the concentration and high visibility of homelessness and street dependency within Downtown is perceived as a measure of Olympia's urban decay.

Some people report that highly visible and persistent homelessness discourages them or their customers from shopping or visiting attractions in Downtown. Others report the issue makes Downtown seem less safe or attractive as a place to live or invest. Many business and building owners report that, in spite of their sincere concern for the welfare of people experiencing homelessness, they are negatively impacted by the de facto use of Downtown as an open-air community center, where people sleep in the entryways of their buildings, spend the entire day in front of businesses, and use alleys as latrines.

A Regional Issue

While much progress has been made to improve Downtown over the past several years, it is clear that until the needs and impacts associated with homelessness and street dependency are more fully addressed, Downtown will be unable to meet its full potential in the region.

The issue of homelessness in Downtown is of concern to the broader community, and should not be considered "Olympia's problem." The origins of homelessness in Downtown are regional in nature, as are most of the homeless resources funneled into Downtown. Downtown is a major key to success for the Thurston Region's Sustainable Development Plan, and

this vision is of importance to citizens from throughout the county. Approximately 1/3 of online participants in the DTS process indicated they live in the county outside of Olympia. Many of these participants wrote in comments to express their specific concerns about homelessness in Downtown. The issue also came up as a specific concern of the broader Thurston County business community.

UNDERSTANDING HOMELESSNESS

Definitions

For the purposes of this chapter, the following definitions are offered to create a common vocabulary:

Homeless: According to McKinney–Vento Homeless Assistance Act, people experiencing homelessness are those who “lack a fixed, regular, and adequate nighttime residence”. In relation to Downtown, this means a public or private place that is not designed to be a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground. While people often think homelessness only applies to people living on the street, it also includes people living in substandard buildings that lack sanitation or cooking facilities, or heat.

Street Dependence: This term describes the social and financial orientation of a group of people who may be one or more of the following:

- Literally homeless;
- Marginally housed (facility or private home that requires vacation during daytime hours);
- Housed in a hostile living arrangement (e.g., LGBTQ youth with hostile family members);
- Adequately housed but oriented toward a “street community” for social contacts, emotional support and entertainment (e.g., music, sports, etc.);

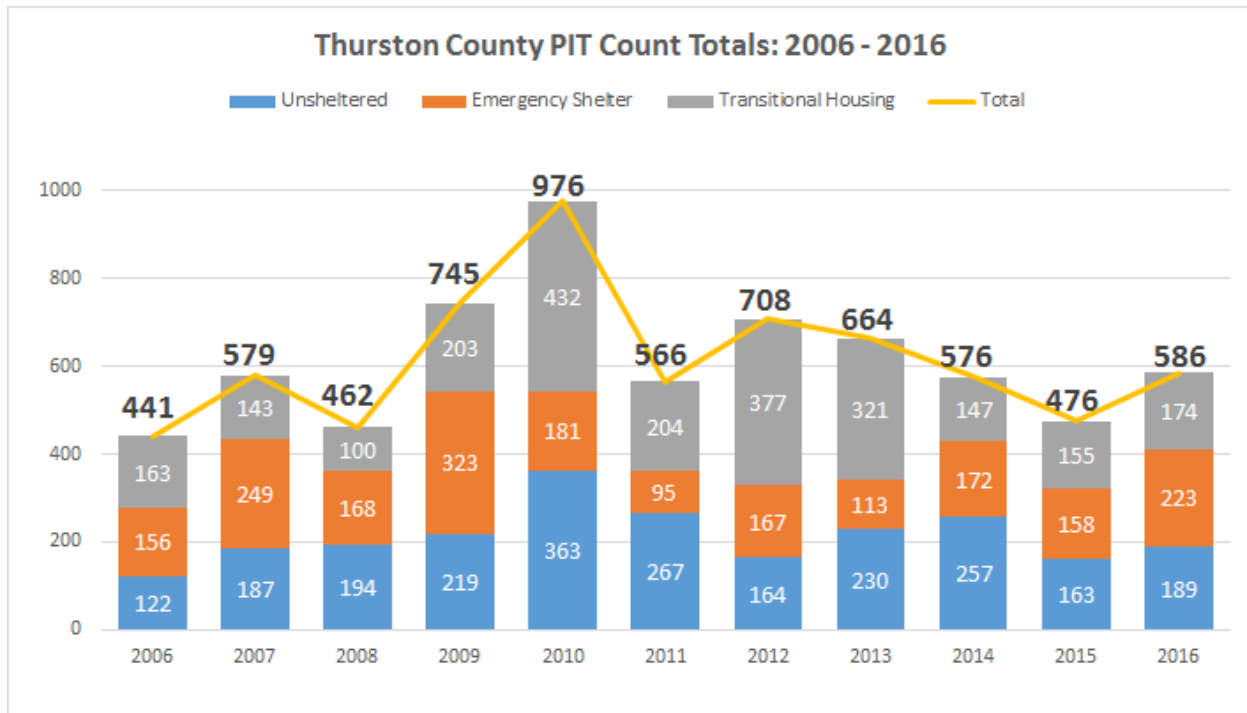
Adequately housed but oriented toward a “street community” for access to income or for substance dependencies.

The above definition is useful in understanding why a person is dependent on the street and what services or social supports might lessen their dependence on the street. Seen in this light, street dependency means that a person is dependent on the streets or other public facilities for their immediate needs because they have no other option. It does not necessarily imply that someone is dependent on the street because of a chemical addiction, health problem or other individual disability. However, these conditions may contribute.

These twin conditions deprive the individual of a stable home base from which to build a productive and independent life and also place stress on the public realm, which is not designed to accommodate people's personal and individual needs.

Homelessness in Thurston County by the Numbers – Census Results

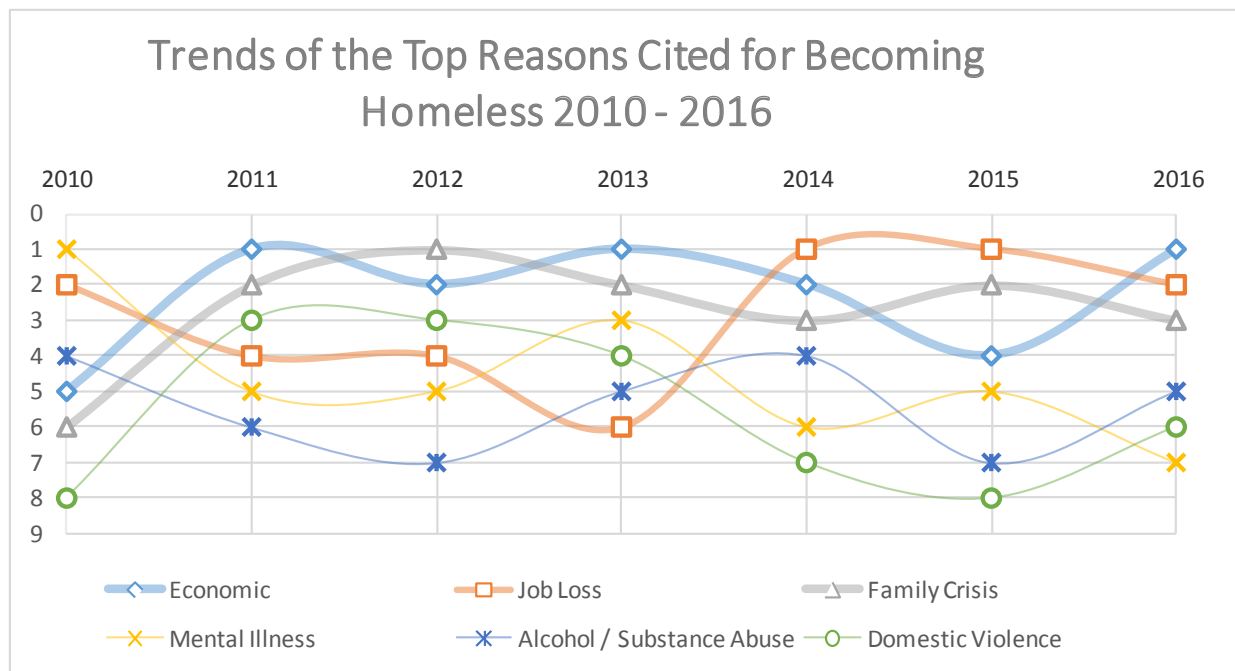
Thurston County's annual Point in Time (PIT) Homeless Census began in 2006, when 441 people were counted. In 2016, the census counted 586 people. This was higher than 2015 when 476 people were counted, but lower than the highest count of 976 in 2010.



Another source of data is county-wide public school districts' count of students experiencing homelessness (a year-long census including students staying with friends and family). In 2015, the districts found 1,658 students experiencing homelessness (an increase of 153.51% since 2006).

Causes of Homelessness

The root causes of homelessness are varied and deeply seated in society's approach to mental health care, drug and alcohol addiction and the economy. Each year, the Thurston County Homeless Census mobilizes people to fan out throughout Thurston County to learn how many people experience homelessness, but also to find out who is experiencing homelessness and why. The chart below presents seven years of this data. The pattern that emerges shows that economic problems, job loss, and family crisis are the strongest underlying causes of homelessness in Thurston County in recent years.



Geography of Homelessness

Mirroring trends across the country, people experiencing homelessness and those at risk often migrate to the largest city in the region that hosts the greatest range of services. And as the population of people experiencing homelessness grows, the scale of the service network expands to meet the needs. As Thurston County's urban hub, Downtown Olympia has become the center of visible homelessness and street dependence.

Notably, the past six years of the PIT survey reveals fewer than half of those counted originated in Olympia, meaning their last permanent address was in other parts of Thurston County or beyond. This underscores the regional nature of the origins of homelessness and justifies the need for a regional commitment to funding effective services and holistic planning to address localized impacts in Olympia.

Last Permanent Address - Homeless Census Data 2010 - 2016

Percentage	Last Permanent Address
44%	Olympia
31%	Thurston County (Rural areas and other cities & towns)
25%	Beyond Thurston County

Homeless Services in Downtown

Downtown Olympia functions as a service hub for a significant number of homeless services and emergency shelter providers. For the same reasons that transportation and other public amenities are concentrated in the hub, homeless services are centrally located to be more accessible for people who travel by foot or are dependent on public transportation. Service providers report the close proximity of agencies and individual case workers allows for stronger collaborations. These non-profit



An unsheltered individual sleeps on a Downtown sidewalk.

businesses play a role in defining the robust character of the Downtown urban hub. They contribute to the overall economy Downtown by bringing their workers into the urban hub where they shop, dine and support local businesses.

Regardless of these benefits, some stakeholders express concern about the concentration of homeless services in Downtown. A common argument generally is that services and charity (e.g., free meals) draw in people from the region and beyond who are dependent on the street; in turn placing a larger burden on Downtown businesses and the community as a whole. Some agencies have disagreed with this assumption by reporting their clients are more likely to be drawn Downtown by social networks and a sense of safety than by services alone. In this light, shelters and day centers provide a benefit to Downtown by keeping people off the streets.

Clearly, being the region's hub for homelessness presents unique challenges for Downtown. The stress homelessness places on Downtown businesses and the public realm is undeniable. Another challenge is the issue of disparate stakeholder perspectives about the provision of homeless services and facilities. Over and over again the same basic controversy plays out when attempting to site facilities, such as the City's effort to site a permanent 24/7 restroom. Status quo seems like a difficult way forward for the City and every other stakeholder.

A more holistic, proactive approach could help. A review of local and regional homelessness reports and planning processes reveals no specific attention to the urban hub, and an exclusive focus on funding and humanitarian policies. Strategic planning that addresses systematic needs *and impact mitigation* could in the long run provide for more efficient decision-making processes at the project level, more support for the provision of facilities, and less stress on businesses and the Downtown environment.

What is Currently Being Done?

- **Thurston County** is the lead agency responsible for planning and implementing regional policy and funding solutions to address homelessness. Key efforts include:
 - **10-year Plan:** As the recipient of state and federal homeless funds, the County has a mandated 10 Year Plan, titled the Plan to Reduce Homelessness.
 - **Community Investment Partnership (CIP):** The County has set up the CIP, a public-nonprofit partnership to govern the management of \$3 to 4 million annually in federal, state and local government funds along with United Way charitable funding, CIP funds are dispersed for various programs and projects, including those that address homelessness by providing provide affordable and transitional housing, rental assistance, shelter, prevention and other supportive services.

- **Thurston Thrives:** The County has also established Thurston Thrives to develop a comprehensive approach to public health, social services and housing policy that works through nine “Action Teams”. The Housing Action Team has identified strategies to improve support systems, rental housing resources and expand the stock of housing affordable to low income families and individuals.
- **Social service agencies,** many of which are concentrated in Downtown, have been strongly engaged in the above efforts. Some other key efforts include:
 - **Coordinated Entry Network:** The 10 Year Plan has an auxiliary Coordinated Entry Plan which details how to manage the intake, assessment and referral of people to the appropriate resources. Access to services is provided based respective demographics and a newly evolving methodology. Points of entry are: SideWalk (single adults); Family Support Center (families); Community Youth Services (unaccompanied youth 17 & under and transition-age youth ages 18-22).
 - **“Rapid Re-housing” Efforts:** An approach that helps people move quickly into housing, thus minimizing the time they experience homelessness (based on evidence the longer a person is without a home, the harder the situation becomes to overcome.) This approach has proven effective for a majority of people who need homeless services. In 2015, 497 households were quickly re-housed through use of rental housing vouchers.
 - **“Permanent Supportive Housing” Efforts:** An approach that helps those who are most vulnerable and chronically experience homelessness. Permanent housing and continuum of care support services (i.e., treatment of mental illness, trauma, substance abuse, etc.) are provided in the same place.
 - **Low Barrier Shelter:** The Interfaith Works Shelter operated in the basement of a Downtown church, offers 42 beds of low-barrier shelter. While originally controversial, this service standard has proven that providing shelter first helps to stabilize the most vulnerable people.
 - **Warming Center:** Run by Interfaith Works, the warming center provides a central place for people who are experiencing homelessness or are street dependent to gather, stay warm and access services 7 days a week, from 6:30 am to 6:30 pm.
 - **Alignment of Mental Health Services:** In 2017, Providence, in cooperation with Behavioral Health Resources, Seamar and others will be opening a “Community Care Center” in Downtown, creating a “one-stop shop” with multiple agencies in one location to serve people who need treatment for mental illness, health conditions, drug abuse and personal trauma. Not only will this better serve those in need, it should also reduce the impact on public spaces when people are experiencing a mental health crisis.



1st Christian Church - Faith-based shelter for 42 homeless adults.



Fleetwood Apartments, 42 homes for formerly homeless adults.



- **The City of Olympia** participates in the regional partnerships, as well as addresses homelessness through :
 - **Comprehensive Plan:** Related goals and policies are listed below
 - **The Community Development Block Grant (CDBG) Consolidated Plan:** Jointly produced with Thurston County, this is a multi-year strategic plan that guides the use of federal funds for a variety of community development projects that primarily benefit low and moderate income (LMI) people. CDBG regulations require that it detail all planned actions to respond to homelessness.
 - **Development Standards** focus on inclusion and impact mitigation: 1) inclusion of homeless shelters as part of the residential plan for the Olympia; 2) standardized land-use principles for siting service facilities; 3) requirements for good neighbor policies; 4) efforts similar to Fair Housing policies to avoid the “ghettoization” of people who are experiencing homelessness or are street dependent by segregating them from other parts of Olympia and surrounding communities; and, 5) agreement with surrounding cities to explore similar policies to ensure a more consistent response to homelessness.
- **The City, along with partners from the Downtown business community and,** have provided numerous programs and resources that address negative impacts to the public and business environment. Please note, many of the following key efforts focus on broad-based needs which sometimes include homelessness and street dependence:
 - **Downtown Ambassadors:** The City and Parking and Business Improvement Area (PBIA) fund the “Downtown Ambassadors” crew from Capital Recovery Center, a non-profit social services agency that addresses mental health issues. The Ambassadors circulate throughout Downtown to welcome visitors, provide referrals and assistance to street dependent people, and respond to negative situations before they escalate into problems.
 - **Clean & Safe Committee:** Both the PBIA and Olympia Downtown Association host “Clean & Safe” committees that address issues of crime, garbage, graffiti and related issues. Projects are often in partnership with the City and a wide range of Downtown social service organizations.
 - **Clean Team:** The City funds the “Clean Team” crew from Capital Recovery Center a non-profit that provides job training while cleaning up garbage, human waste, graffiti and addressing other issues. While much of their work stems from a variety of negative behaviors, only some is the direct result of street dependence.
 - **Crime Prevention through Environmental Design (CPTED):** Using CPTED concepts, the City funds a variety

of projects that reduce crime with projects that alter the physical environment like: alley lighting, alcove gates, security cameras and other safety improvements. In 2017, the City will also update its design guidelines to include CPTED principles.

- **Public Restrooms:** The City is slowly expanding a pilot project of public restrooms that are open 24/7/365. These facilities are planned to be located in various locations to ensure easier access for the public at large, in particular for people without permanent residences.
- **Walking Patrol:** The Olympia Police Department operates a Downtown walking patrol that provides a police presence and rapid responses to issues Downtown, schedule varies depending on funding and staff levels. The DTS recommends the City aim to fund a full time walking patrol, which will be explored in 2017 and 2018.



After exploring numerous options and piloting a 24/7 porta-potty facility at the Downtown Artesian Commons Park, the City plans to install a “Portland Loo” public restroom by 2018. These popular and highly acclaimed bathroom facilities bring public sanitation to communities across the nation.

GOALS AND OBJECTIVES

The following are Olympia Comprehensive Plan Goals that form the foundation of the concepts and recommendations in this element.

GL1: Land use patterns, densities and site designs are sustainable and support decreasing automobile reliance.

PL1.6: Provide for a compatible mix of housing and commercial uses in commercial districts ... that enables people to walk to work and shop, supports transit, and includes convenience businesses for residents.

PL11.2: Provide incentives for housing in commercial districts near transit stops.

GL14: Olympia’s neighborhoods provide housing choices that fit the diversity of local income levels and lifestyles. They are shaped by public planning processes that involve citizens, neighborhoods, and city officials.

PL14.2: Concentrate housing into three high-density Neighborhoods: Downtown Olympia, Pacific/Martin/Lilly Triangle; and the area surrounding Capital Mall. Commercial uses directly serve high-density neighborhoods and allow people to meet their daily needs without traveling outside their neighborhood. High-density neighborhoods are highly walkable. At least one-quarter of the forecasted growth is planned for downtown Olympia.

GL16: The range of housing types and densities are consistent with the community's changing population needs and preferences.

PL16.1: Support increasing housing densities through the well-designed, efficient, and cost-effective use of buildable land, consistent with environmental constraints and affordability. Use both incentives and regulations, such as minimum and maximum density limits, to achieve such efficient use.

PL16.2: Adopt zoning that allows a wide variety of compatible housing types and densities.

PL16.8: Encourage and provide incentives for residences above businesses.

PL16.13: Encourage adapting non-residential buildings for housing.

PL16.14: Provide annual information on affordable homeownership and rentals in the City, including the operative definitions of affordable housing, criteria to qualify for local, state, and federal housing assistance, data on current levels of market-rate and affordable housing, demand for market-rate and affordable housing, and progress toward meeting market-rate and affordable housing goals.

PE3.3: Promote high-density housing downtown for a range of incomes.

GS3: Affordable housing is available for all income levels throughout the community.

PS3.1: Promote a variety of residential densities and housing types so that housing can be available in a broad range of costs.

PS3.2: Encourage preservation of existing houses.

PS3.3: Take steps to ensure housing will be available to all income levels based on projected community needs.

PL5.7: Recognize the value of historic preservation as part of the effort to maintain an affordable housing stock.

GS5: Special needs populations, such as people with developmental disabilities, the homeless, the frail elderly, and others who have difficulty securing housing, have adequate, safe, and affordable housing.

PS5.1: Disperse housing for low-income, moderate-income, and special-needs residents throughout Olympia and its Urban Growth Area, and discourage concentration of such housing in any one geographic area.

PS5.2:Support the Fair Share Housing allocation process and work with other jurisdictions to monitor progress toward achieving agreed upon goals.

PS5.3:Evaluate the possibility of providing density bonuses to builders who provide low-income housing in market-rate developments, and of tying the bonus to affordability.

PS5.4:Encourage new housing on transportation arterials and in areas near public transportation hubs.

PS5.6:Retain existing subsidized housing.

GS8: The existing low-income housing stock is preserved.

PS8.1:Continue to fund the repair and rehabilitation of single-family and multi-family housing using federal, state, and local funding sources.

PS8.2:Support applications by the Housing Authority of Thurston County and other non-profit housing developers to construct or purchase existing units for low-rent public housing.

PS8.3:Support applications from eligible non-profits to federal and state funding sources to build new, or rehabilitate existing housing to meet low-income housing needs.

PS8.4:Encourage and provide technical assistance to private developers and non-profits applying for below-market-rate state or federal loans to construct or rehabilitate low-income, multifamily rental housing.

PS8.5:When Community Development Block Grant or Housing and Urban Development-funded buildings are at risk of being converted to market-rate status, inform the tenants of any purchase and relocation options available. When possible, help the Housing Authority of Thurston County and non-profit organizations buy such housing.

PS8.6:Enforce policies that provide financial and relocation help to people who are displaced from their homes as a result of construction and development projects using federal funds. (Per section 104(d) of the Housing and Community Development Act of 1974 as amended, requiring the replacement of low- and moderate-income housing units that are demolished or converted to another use, in connection with a Community Development Block Grant project.)

GS9: New low-income housing is created to meet demand.

PS9.1:Continue to support projects funded by low-income tax credits and revenue bonds.

"THE PROBLEM IS NOT SOLELY OLYMPIA'S; AND OLYMPIA ALONE CANNOT TACKLE HOMELESSNESS, WHICH IS ENDEMIC. THERE IS A STRONG NEED FOR A COORDINATED, REGIONAL 'WE ARE IN THIS TOGETHER' STRATEGY."

- PETER STEINBRUECK

PS9.2: Investigate and support appropriate multi-jurisdictional support for the Housing Authority of Thurston County bond sales.

PS9.3: Promote partnerships between public and private non-profit organizations to increase housing and home ownership opportunities for people with special needs, and for low- and moderate-income households.

PS9.4: Continue to encourage development of single-room occupancy units downtown, along urban corridors, and in other areas where high-density housing is permitted. This could include encouraging alliances between public, private, and nonprofit organizations.

PS9.6: Help low-income and special needs residents find ways to purchase housing, such as shared or limited-equity housing, lease-purchase options, co-housing, land trusts, and cooperatives.

PS9.7: Work with jurisdictional partners through the county-wide Home Consortium, to fund affordable housing projects that serve low- and very low-income residents.

PS9.8: Continue to administer the Housing Tax Credit program to develop both market-rate and low-income housing.

PS9.9: Support non-profit and faith-based organizations in their efforts to provide emergency homeless shelters.

GT13: A mix of strategies is used to concentrate growth in the city, which both supports and is supported by walking, biking, and transit.

PT13.5: Allow housing in commercial and employment areas to reduce commute and errand distances, and encourage alternatives to driving.

PR8.2: Pursue affordable housing and studio/rehearsal space for artists, including support for, or participation in, establishing or constructing buildings or sections of buildings that provide living, work and gallery space exclusively for artists.

SUMMARY OF KEY CHALLENGES

- To begin with, homelessness and street dependency are very complicated societal issues for which there are no easy answers.
- While many citizens and stakeholders strongly insist the City take greater action to address the issue in Downtown, this challenges the City since:
 - There is a lack of agreement about what “greater action” means. For some, it means providing more facilities within Downtown to serve people in need; for others, it means prohibiting additional facilities in Downtown; and
 - Alone, the City lacks the regional policy authority and financial resources to address the issue in a significant way.
- Thurston County directs regional policy and resources, but:
 - Resources are very scarce,
 - Other jurisdictions may have less pressure to respond to what can be perceived as “Olympia’s problem.”
- Regional funding programs and policy discussions are primarily concerned with humanitarian needs, and do not address the local impacts to the urban hub of Downtown. There is a lack of comprehensive strategy that considers both humanitarian needs and impact mitigation.

Where do we go from here?

Homelessness is a regional challenge, and the broader spectrum of solutions cannot be effectively implemented without a regional perspective and regional partnerships. This pertains also when attempting to address the unique challenges the issue presents within the county’s urban hub of Downtown Olympia.

Clearly, addressing the issue of homelessness and street dependency in Downtown is a public priority. However, forming a clear strategy for how to best address this issue involves a much more comprehensive discussion than the DTS could facilitate. As a start, it is important to recognize the formidable and ongoing efforts of social services, government agencies and others to address homelessness in our region. Next steps to more fully address the issue in Downtown should build on and collaborate with these efforts, not ignore or attempt to duplicate them. The following are recommendations for what the City of Olympia can do to work with regional partners to address homelessness in a way that also supports the full range of Downtown goals.

RECOMMENDED ACTIONS

HS.1 Convene a broad range of community stakeholders, including social service providers, business owners, Downtown residents, Downtown business patrons, agency/ City/County representatives, and other relevant sub-groups, to develop an action plan leading to a more coordinated response to homelessness and street dependency and the impacts to Downtown.

Timeframe

2017 - 2018

Lead

Community Planning and Development

Partners and Participants

To be determined

Description and Intent

A Downtown Olympia homeless response plan would integrate humanitarian, business and public realm needs and outline strategies and actions to mitigate localized impacts. The City should take initiative to facilitate this effort because it is the most affected jurisdiction and has access to and a need to respond to various stakeholders. The City also has the institutional knowledge and historic experience to offer useful guidance. The plan should be developed in the context of regional efforts and in collaboration with a broad array of regional stakeholders.

The effort should lead to specific actions and address:

- Homeless services and facilities that are needed in Downtown (within a regional context)
- Maximizing resources & identifying additional resources that may be necessary
- Mitigating both real and perceived safety, security and civility concerns
- Fostering support for the economic health and educational aspects of social service actions
- Promoting public understanding of homelessness & street dependency
- Use of evidence-based and data-formed best practices

Key Relationships to Other Actions

H.1 Develop a Comprehensive Housing Strategy to establish a mixed income residential community in Downtown.

R.1 Actions in the Retail Strategy that provide a clean and safe Downtown environment.

Implementation Steps

To be determined. At the time of this report the City was midstream an effort to determine appropriate steps forward. The City will be guided by the recently formed Council Ad Hoc Committee on Housing Affordability, and working off preliminary analysis conducted by ACR Consultants and the regional strategic planning effort to develop a 10 year plan.

For all recommended actions, the scope, timeline, and partners/ participants are preliminary and will be refined as the City approaches implementation. Many of the actions will include briefings for and sometimes guidance from City advisory boards and neighborhood organizations.

HS.2 Initiate a discussion with regional policymakers about future social service siting, funding and support needs throughout the region.

Description and Intent

While there are efforts underway to enhance the coordination of regional services for people experiencing homelessness or at risk, there is also a need to explore a more regionalized system with a well-planned network of service hubs across the region. Social services play an essential role in Downtown; however, Downtown should not be assumed as the only or always best place in the region to site services as there are people in need in other areas of the county.

The region's success in responding to homelessness and street dependency has been hampered by limited resources. Providing safe and appropriate housing for the most vulnerable is ultimately the best solution, and quite challenging. At the core of regional efforts is a focus on rapid re-housing and permanent supportive housing programs. The latter could be especially helpful for Downtown since the most impactful behaviors are often carried out by those who would benefit most from supportive housing services.

In the future, regional partners may consider additional funding for these facilities. In doing so partners should be mindful to proactively address concerns about impacts to Downtown. Potential controversy could be moderated by demonstrating a holistic approach that considers both needs and impact mitigation, and clarifies the role Downtown will play in a regional siting methodology. This methodology should maintain support for developing service hubs on main arterials and working with transit partners as means to improving access to the full spectrum of social services and amenities across the region.

Key Relationships to Other Actions

- H.1** Develop a comprehensive housing strategy to support mixed income residential development.

Timeframe

Could be part of HS.1

Lead

City Council

Partners and Participants

To be determined

Downtown Olympia, looking east on 4th Avenue – the heart of the urban hub.





DEVELOPMENT INCENTIVES

INTRODUCTION

To spur implementation of the DTS, the City needs a set of development incentives, such as funding sources, fiscal incentives, regulatory measures, programs, and collaborative activities. Except for investment in public facilities and infrastructure and through public/private partnerships, municipalities are very limited in their ability to initiate land development. A city's primary role is to set the stage so that private investment is encouraged, and occurs in line with community goals. There are a number of proven implementation tools that can increase the feasibility of private development by reducing process time and costs, and other financial incentives.

The chart on the following pages summarizes the incentives that are already in effect, or could be included in the City's "Tool Box." Many of the incentives support or encourage certain types of private sector action, while others are regulatory requirements. There are also planning and financing tools that support City actions, such as street improvements; these actions can stimulate private investment by making the development setting more attractive. A more detailed description of these tools is in the implementation "Tool Box" in [Appendix C.1](#).

The chart indicates which incentives are most applicable or provide substantial benefit to the priority development objectives identified in the DTS public process. These objectives are arrayed across the top of the chart and their importance is described in the narrative that follows. Recommendations for enhancing the current set of incentives are presented at the end.

Development Incentives Applicability/Benefit Summary

For more details refer to the Development Incentives toolbox in the appendices

Key:

● Substantial benefit
 ○ Some or indirect benefit
 ✓ In effect currently
 * Priority to add
 + In effect, but action recommended

		Tool	Implementation Status	Desired Outcome							
				Moderate or High Income Housing (1)	Low Income Housing (1)	Homeless Response	Adaptive Reuse	Street/Sidewalk Improvements	Sea Level Rise Response	Business Assistance (2)	Historic Preservation
Planning and Zoning	Z	1	Expedited permit review process	○	○	○	○			○	○
	Z	2	Streamlined permit process	✓	○	○	○			○	○
	Z	3	SEPA Exemptions / Planned Action	*	●	●	●				●
	Z	4	Inclusionary Zoning		●	○					
	Z	5	Eliminate off street parking requirements	+	●	●	○	●		○	●
	Z	6	Enact high-density and multiple family zoning	✓	●	●	●			○	●
	Z	7	Allow Accessory Dwelling Units	✓	●	●					
	Z	8	Establish Density Bonuses	✓	●	●	●			○	●
Capital Improvements	C	9	Capital Facilities Plan projects	+	○	○		○	●	○	○
	C	10	Transportation Benefit District	✓				●			
	C	11	Metropolitan Parks District	✓	○				○	○	
	C	12	Local Improvement District	*	○	○		●	●	○	○
	C	13	Parking & Business Improvement Area (RCW 35.87A)	+			○	●		●	○
	C	14	Community Revitalization Financing (RCW 39.89)		○	○	○	●	●	○	○
	C	15	Community Economic Revitalization Board (CERB)	+				●	●	○	
	C	16	Port District (RCW 53)	✓	●	●		●	●		○
	C	17	Community Development Block Grant (CDBG)	✓		●	○	●	●	●	●
	C	18	Community Development Corporation			○		○	○	○	
Partnerships	P	19	Community Renewal Area (RCW 35.81)	+	●	●	○	●	●		●
	P	20	Public Development Authority (RCW 35.21.730-31.35.755)		●	●	○	●	●	●	●
	P	21	Sale of Surplus Public Land	+	●	●	●	●			

(1) The DTS recommends the City form a more comprehensive housing strategy and program to determine priority housing tools to add.

(2) List does not include all business tools offered through regional economic development partners.

		Tool	Implementation Status	Desired Outcome							
				Moderate or High Income Housing (1)	Low Income Housing (1)	Homeless Response	Adaptive Reuse	Street/Sidewalk Improvements	Sea Level Rise Response	Business Assistance (2)	Historic Preservation
Partnerships	P	22 Housing Authority of Thurston County	✓		●	○					
	P	23 Local Housing Levy			●	●					
	P	24 Partner with non-profit			●	●	●				
	P	25 Main Street Program	✓			○		○		●	○
	P	26 Commercial Land Trust								●	
Fiscal Incentives	F	27 Historic property tax 'special valuation' (RCW 84.26)	+								●
	F	28 Federal Historic Preservation Tax Credits	+								●
	F	29 New Market Tax Credits (not available in Downtown)			○		●				
	F	30 HUD Section 108 loan guarantee	✓	●	●		●	●	●	○	○
	F	31 EB-5	✓	●			●				●
	F	32 Reduced building / planning / impact / SDC fees	+	●	●		●			○	●
	F	33 Brownfields Area-Wide or Property Specific Grants / Loans	+	●	●	●	●		●		●
	F	34 Multi-Family Tax Exemption (OMC 5.86)	✓	●	●		●				●
	F	35 HOME Investment Partnership Program (federal)			●	●					
	F	36 Low-Income Housing Tax Credit (federal / state)	✓		●						
	F	37 Housing Trust Fund (state)	✓		●						
	F	38 Affordable Housing ReUse District			●						
	F	39 HUD 202 supportive housing for the elderly			○						
	F	40 Community Land Trust			○	○					
	F	41 Limited-Equity Housing Cooperative		○							
	F	42 Commercial Linkage fees			○	○					
	F	43 Tax vacant land or donate it to non-profit developers			●	●					
	F	44 Safety Improvement Grants	*				●			●	●
	F	45 Facade Improvement Grants or Loans	*	○	○		○			●	○
	F	46 Main Street Tax Credit Incentive Program (RCW 82.73)	✓							●	
	F	47 Grow Olympia Fund (GOF) Loans	✓				○			●	

PRIORITY DEVELOPMENT OBJECTIVES

Their Importance and Most Important Incentives

The Downtown Strategy is, of course, directed to a much broader range of community goals than strictly development. However, land development or redevelopment to produce space for new and expanding activities supports fundamental goals such as economic vitality, livability, and equity. To establish a rationale for the development incentives, the importance of each of the priority development objectives is described below.

HOUSING DIVERSITY

An overarching goal is for Downtown to provide a diversity of housing options for people with a full range of incomes and needs. While there is some overlap, many of the development incentives that encourage market rate housing (generally affordable for people who make around median income or higher) differ from those that provide housing for people with lower incomes (below 80% of median). For example, HUD housing subsidies are generally available to households that make below 80% of median income. There are also incentives that support housing and services to help people who are experiencing homelessness transition into housing. For this reason, the incentives chart breaks the housing objectives into three priority objective categories: for people with moderate to higher income, for those with lower income, and for those experiencing homelessness.

HOUSING FOR RESIDENTS WITH MODERATE TO HIGHER INCOMES

Although there is currently increased activity in market rate housing development, Downtown lacks a substantial moderate to high income population that would add pedestrian life and commercial activity, and help achieve the Comprehensive Plan goal of adding 5,000 new Downtown residents over the next 20 years.

Recently constructed and planned multi-story mixed use projects, plus the DTS market report and feasibility analysis indicate that some new market rate housing may be feasible without new City incentives. Yet feasibility is marginal and some properties are constrained by site-specific challenges such as contaminated soils or need for considerable retrofits to meet current building and energy codes. The development of these properties would certainly benefit from additional incentives to help offset associated costs.



The recently constructed 123 Fourth Avenue mixed use building provides an example of higher end market rate housing.



Low income and subsidized housing can also be attractive additions to Downtown's character. The beautifully restored Kelly Building shown above includes 8 units of subsidized housing and fully occupied ground floor retail space.

In the short term, more market rate housing is needed to increase housing diversity in Downtown. The most effective incentives fall into two categories:

- Incentives to enhance the feasibility of private investment such as: the Multifamily Tax Exemption (MFTE), SEPA exemptions, and reduced permit and impact fees. The City already makes use of both the MFTE and reduced impact fees.
- Facilitation tasks that make sites available for development such as: public/private partnerships, the Community Renewal Area (CRA), the sale of surplus public lands, and Public Development Authorities. The City recently adopted a CRA along with initiating two public private/partnerships that include housing, and recently has sold surplus lands to serve low income and transitional housing needs.

Both categories can be effective in stimulating new market rate housing development because they reduce development costs and provide development opportunities. The incentives should be applied throughout Downtown. The facilitation tools can be applied in areas where the City owns suitable sites. As the DTS feasibility analysis showed, the MFTE is a particularly valuable incentive for market rate housing.

HOUSING FOR RESIDENTS WITH LOWER INCOMES

Even though low income and subsidized housing currently comprise a relatively large percentage of Downtown residential units, to ensure inclusivity and equity, as growth occurs, Olympia must continue to support the development of affordable housing options for lower income households. The most immediate challenge is to retain existing affordable dwellings as noted in Action H.4.

From the chart, it can be seen that a large proportion of the incentives apply to the low income affordable housing objective. The most effective fall into four categories: 1) incentives to enhance the feasibility of private investment, 2) actions that make sites available for development, 3) incentives that leverage other funds, grants, and subsidies, and 4) mandatory provisions such as inclusionary zoning.

The first two categories, which are described as market rate incentives, can be effective at spurring affordable options for lower income households because they can be used by the Housing Authority or non-profit housing providers as well as by private developers. In conjunction with the County, the

City makes use of category three incentives, such as CDBG funding and HUD Section 108 Loans. Action H.3 sets forth what additional incentives should be considered with guidance from a more comprehensive housing strategy as noted in Action H.1.

Mandatory provisions, such as inclusionary zoning which requires a portion of new units be offered at specified prices or rental rates, are not recommended at this time. These should be applied carefully. If the development economics are marginal as is currently the case in Downtown Olympia, any requirement for below-market rent housing will deter any housing investment. Inclusionary zoning becomes more workable when there is a very high demand for new housing, as is the case in Seattle. Since this will not be the case in Olympia in the near future, inclusionary zoning is not recommended in this DTS.

HOUSING AND SERVICES FOR PEOPLE EXPERIENCING HOMELESSNESS

Through DTS public engagement events and opinion surveys, participants singled out homelessness as a critical concern. Social, economic, and environmental goals for Downtown cannot be fully realized until this issue is more adequately addressed. The need for citizens to have shelter is a primary concern. Also of concern are the impacts to public spaces, businesses, and Downtown's ability to draw visitors and investment.

This particular set of incentives focuses on development, thus does not address this objective holistically. See the Retail Element and Homelessness, Street Dependency and Social Services Element for more, including a recommended action for the City to convene a broad range of stakeholders to form an action plan leading to a more coordinated response to address both needs and impacts to Downtown. As the chart indicates, the City already uses most of the potential incentives that address homelessness directly; ultimately what is needed is a more coordinated and resourced regional response.

Providing safe and appropriate housing for the lowest income population is a daunting challenge and requires subsidies from a variety of sources. Shelters, permanent housing, and services for the homeless require housing development, facilities management, and access to needed services. These types of facilities and services require some powerful public/private/non-profit measures and activities such as partnerships with non-profit housing developers and a local housing levy, in addition to those that are in place.



The Billy Frank Jr. Place provides 43 affordable housing units for veterans, young adults, and disabled individuals who have experienced homelessness.



An example of an adaptive use that has become a popular landmark.

ADAPTIVE REUSE

Adaptive reuse is the “repurposing” of an existing older building for a new use. Downtown already features a number of older industrial and office buildings that have been handsomely adapted for uses such as specialty fabrication shops, technical, professional and creative arts studios, sports clubs, coffee houses, lofts, and brew pubs. Such repurposed buildings can be important opportunities to preserve Downtown’s character and stimulate new investment. Opportunities for adaptive reuse exist particularly in the Artisan/Tech character area.

The type of incentives most helpful for adaptive use depends on the use being accommodated. For example, the Multifamily Tax Exemption applies if housing is proposed, while the EB-5 program, which is administered by the Economic Development Council, is applicable if the project produces jobs. If the building requires minor exterior repairs or renovation, a façade improvement program or help with required retrofits such as structural assessment or sprinklers can be effective. And, if the site requires environmental clean-up or adaptation to sea level rise, then assistance with brownfield remediation or sea level response measures will be very helpful.

STREET/SIDEWALK IMPROVEMENTS

Street and sidewalk improvements not only contribute to better multi-modal circulation and Downtown’s identity, they are a proven method to enhance business activity and quality development. In this sense, they are a redevelopment incentive in themselves. Well planned and executed street improvements have increased town centers’ business activity from between 6 to 12%. (These figures are based on the DTS consultant’s post project evaluations in some Puget Sound business districts, and a study titled The Economic Benefits of Sustainable Streets by the New York City Department of Transportation – available on the web).

Development incentives for capital improvements such as streets and sidewalks primarily relate to funding and include: capital facilities planning; and funding from Local Improvement Districts (LID), Transportation Benefit Districts (TBD), Parking and Business Improvement Areas (PBIA), the Community Economic Revitalization Board (CERB), and the Community Development Block Grant (CDBG) program. All of these funding opportunities are currently available to the City except for an LID. CDBG funds may become less available for non site-specific improvements as Downtown’s income status changes. The City’s TBD is a primary source of funds for the street improvements proposed in T.1.

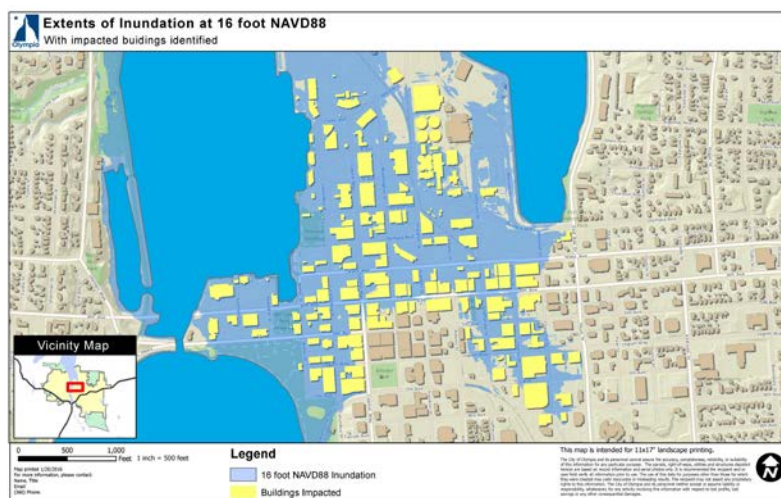


Street improvements constructed in the 1980s have helped keep Downtown strong.

Given the current lack of large and comprehensive public funding programs, most street improvements are funded by combining funds from several funding sources. It may be that street improvements accomplished as part of new private development can be leveraged to provide more substantial changes using additional funding from other sources. While paying for all street improvements is hardly a development incentive, if developer contributions can be augmented so that the street improvement costs are shared, then the developer enjoys a much improved street setting at a reduced cost. Additionally, there are some streets, such as A and B Streets, where unique and customized street improvements could suit the development more than the existing configuration. The City should work with development proposers to identify funding methods and streetscape designs that meet public and private interests.

SEA LEVEL RISE RESPONSE

Although it should not be confused with river flooding, which is much less predictable and generally more destructive, sea level rise is a difficult challenge, especially if addressed on an individual site basis. Nearly all areas north of Legion Way will be at risk of flooding during high tide events. Besides damage to private property, sea level rise may require upgrading infrastructure, and flooding could affect the viability of street trees and other landscaping. Current requirements for raising the grade of new buildings to above flood level (or providing other flood proofing actions) present design challenges regarding objectives such as universal access, street front transparency, and the appearance of streetscape improvements.



Current flood risk plus one foot of sea level rise.

If Downtown is to stay viable, solutions must go beyond installing tide gates and requiring individual property owners to flood proof their structures. Hence, the City has initiated a Sea Level Rise Response Plan to address the issue, and both the Port of Olympia and LOTT have included budget resources to assist with this planning effort. Property owner assistance, plus funds for protecting public infrastructure will be most important.

The SLR Response Plan will likely consider a range of measures. One relatively simple approach to help applicants trouble-shoot design issues would be a small-scale demonstration project that incorporates adaptations to private buildings. This would require a property owner or developer to participate in such a project. A more comprehensive approach would be constructing area-wide improvements that provide protection to priority areas, such as an elevated pathway to serve as a levee. Since most of the land along the shoreline is public, a low berm with trail might be a cost effective solution.

All public infrastructure investments should address sea level rise impacts. The most useful incentives to address sea level rise are those that build collaboration for efficient implementation and provide funding for needed improvements. These include funding incentives such as a Local Improvement District (LID), Community Economic Revitalization Board (CERB) funds, or Community Development Block (CDBG) grants. An area wide brownfields planning grant may also be useful as it could be used to identify impacts of sea level rise related to contaminated sites and redevelopment of those sites. Given the national significance of sea level rise threat, there may be other programs available in the future.

BUSINESS ASSISTANCE



Participants at the April 28, 2016 Economic Development Forum discuss ways to improve downtown business activity.

A successful Downtown depends on strong retail and commercial service businesses, and DTS participants made it clear this is an important public goal. Otherwise, a city has no center, no heart.

The most important support activities for Downtown businesses are those that can provide business owners with the resources they need to start, upgrade, and promote their businesses; support access to the businesses (e.g., parking); and encourage collaboration between business owners. The City and its partners offer or facilitate the incentives listed in the chart above, except for the Local Improvement District (LID), and potential loans or grants for façade improvements, structural assessment, and fire sprinklers for older buildings. See also the Retail chapter for additional steps that aim to strengthen the Downtown business environment.

HISTORIC PROPERTIES

Designated historic landmarks and the centrally located Historic District are invaluable and unique cultural resources that contribute substantially to Downtown's economic vitality and identity. Still there are more undesignated historic properties scattered throughout the Downtown area that lack the protections and financial incentives available to designated historic landmarks. Designation of appropriate structures and informing owners of potential financial benefits might increase the likelihood that they be retained. The City is currently updating its inventory of historic architecture Downtown which will help identify which properties are eligible.

Because of their special status, historic properties have a unique set of incentives, including: historic property tax "special evaluation" and Federal Historic Preservation Tax Credits. Where applicable, façade improvement loans, brownfield remediation assistance, and the Multifamily Tax Exemption (if the project includes new multifamily housing) can also be very helpful.

The City has already implemented many of the incentives that can be used to help maintain and restore historic structures, including the historic property tax special valuation and federal historic preservation tax credits. The Olympia Downtown Association administers the Main Street Program.

The immediate efforts to enhance historic preservation incentives will be to:

- Update the inventory of historic architecture in Downtown, which will help identify properties eligible for benefits (actions D.3 and D.4); and
- Update the design guidelines and review process to ensure that new buildings enhance the Historic District (action D.1).

Once these are completed, it is recommended that the City "package" its historic preservation activities by advertising the incentives and the value of Downtown historic properties, and consider establishing a loan program for façade improvements to aid in restoring and maintaining historic building fronts (action D1.3).



Historic buildings are a critical part of Downtown Olympia's identity.

RECOMMENDED ACTIONS

to Enhance Development Incentives

The scope, timeline, and partners/ participants are preliminary and will be refined as the City approaches implementation. Many of the actions will include briefings for and sometimes guidance from City advisory boards and neighborhood organizations.

The City of Olympia and its partners already make use of over half the incentives listed in the chart above. As noted in the introduction, the DTS includes an incentive Tool Box in [Appendix C.1](#) which describes the tools in greater detail and identifies their applicability with regard to different types of development. Listed below are three sets of recommended steps that the City may take to enhance the Tool Box.

Also see other chapters:

- Update zoning (LU.3)
- Identify buildings and tools for adaptive reuse (LU.5)
- Brownfield assessment (LU.6)
- Sale of city land (LU.7)
- Street improvements in the 6-year CFP (T.1)
- Inventory historic properties to identify properties potentially eligible for historic preservation benefits (D.3 and D.4)
- Further develop a housing strategy, program, and tools (H.1, H.2, H.3)
- Continue pursuing public/private partnerships under CRA (H.8)

DI.1 Promote incentives and other tools that encourage private investment.

Timeframe

2017 and ongoing

Lead

Community Planning and Development

Partners and Participants

- Economic Development Council
- Olympia Downtown Association

Description and Intent

Throughout the DTS public process, we heard the City should “advertise” recent investments and development opportunities as well as regularly share positive stories about Downtown to create a sense of excitement or “buzz” that generates more investment. Communicating the spectrum of available incentives to the development community should be an important part of that information campaign. The first step will be to develop clear outreach materials, which can then be used to share information at the front counter and through targeted engagement with the business and development community.

Key Relationships to Other Actions

LU.5 Identify buildings and tools appropriate for adaptive reuse, and promote these tools.

H.3 Facilitate construction of new housing by using, promoting and exploring additional incentives/tools.

DI.2 Establish Downtown as an urban infill exemption area for SEPA.

Description and Intent

The State Environmental Policy Act (SEPA) provides flexibility to local governments to reduce project-specific SEPA process if these are consistent with adopted plans that underwent SEPA review. The Environmental Impact Statement (EIS) prepared for the Comprehensive Plan makes Downtown eligible as a SEPA infill exemption area. The purpose is to reduce time, cost, and risk of appeal in the permitting process. Instead, environmental impacts and mitigation requirements are addressed upfront in the development code. See the SEPA Exemption memo in [Appendix C.2](#) for more information.

Timeframe

Analysis to pursue this action was accomplished as part of the DTS in 2016. Legislation is proposed for 2017

Lead

Community Planning and Development

DI.3 Explore a program to offer façade improvement grants or loans.

Description and Intent

Façade improvement programs, in which a city manages a revolving fund (sometimes with Section 108 or CDBG funds) and offers loans to property or business owners for approved façade improvements can be a strong incentive, especially for smaller businesses getting started in an existing building. Façade improvement loans can also incentivize building owners to initiate smaller building shell improvements, such as storefront reconstruction, painting, signage, awnings, lighting, and window repair. There is also a benefit to historic preservation efforts.

During the DTS public participation process, small business retention emerged as an important objective, towards which this program would be especially beneficial. Loans might be accompanied by technical assistance. For example, architects and City plan reviewers could hold a walk-in clinic for property owners who are considering renovations. The architects could sketch out ideas for façade improvements and reviewers could answer questions about permit applications.

Timeframe

Explore potential for this program in 2018 or 2019

Lead

Community Planning and Development

Partners and Participants

- Olympia Downtown Association
- Parking and Business Improvement Area



Example: Seattle's Good Neighbor loan program provided funds for many façade improvements throughout the city and along with street improvements, made an especially big impact on businesses in the University Business District.

DI.4 Explore the utility of a Local Improvement District (LID) to fund projects that benefit contributing property owners such as street improvements, flood protection, utilities, etc.

Timeframe

Explore potential for this as part of Sea Level Rise Response Plan (LU.1) and when considering funding for long-term transportation improvements (T.3)

Lead

Community Planning and Development

Partners and Participants

- Public Works
- Parks Department
- Port of Olympia
- LOTT
- Affected property owners

Description and Intent

An LID is a funding mechanism where property owners are assessed for all or a portion of the costs of a public improvement (i.e., for public parking, transportation facilities, utility infrastructure, or public facilities). Cities have long used LIDs for funding necessary infrastructure where there is a direct fiscal benefit to the assessed property owners. The premise is that the assessment will be less than the property value increase, thereby benefitting the property owner. By joining together in an LID, property owners achieve more cost effective financing and construction, and greater economic benefit than could be realized if the improvements were made individually.

LIDs have proven very useful in a variety of public improvement projects and have led to the revitalization of business districts and neighborhoods. Funds from the LID are often matched by grants or City funds to “leverage” the property owner contributions. In Olympia, an LID could potentially be a good tool for street improvements, sea level rise response, Percival Landing rehabilitation, or some coordinated combination of all three.



LIDs help fund substantial street improvements. For example, Seattle's Broadway street improvements were substantially enhanced by LID assessment funds for sidewalks and special features.

DI.5 Explore the benefits of applying for Community Economic Revitalization Board (CERB) funds.

Description and Intent

CERB offers State funding on a competitive basis to local governments and federally-recognized tribes for public infrastructure associated with job creation. Eligible projects include domestic and industrial water, storm water, wastewater, public buildings, telecommunications, and port facilities. In addition to funding construction projects, CERB provides limited funding for studies that evaluate high-priority economic development projects. Applications for all of CERB's funding programs are considered on an ongoing basis. Given the emphasis, it appears to be a potential source of funds for a wide range of economic development projects.

Timeframe

NA – as opportunities arise

Lead

Community Planning and Development

Partners and Participants

- Parks, Arts and Recreation Department
- Public Works

DI.6 Explore the extension of lower Downtown impact fees to additional uses in the Downtown.

Timeframe

As resources allow 2018-2021

Lead

Community Planning and Development

Partners and Participants

- Parks, Arts and Recreation Department
- Public Works

Description and Intent

During the DTS process, the City heard from developers that various permit requirements and fees are a disincentive to (re)development. They specifically referred to impact fees. However, it became clear that developers may not be aware the City already has reduced impact fees for Downtown relative to other areas of the City. This benefit was put in place over a decade ago as a way to incentivize development in Downtown.

The City collects transportation and park (but not school) impact fees in Downtown. Our lower Downtown rates are competitive. A recent comparison with other comparable cities shows that Olympia's transportation impact fees for Downtown are on the lower end. For example, Olympia charges \$913 for a multifamily unit, compared to \$3,261 in Redmond (highest in our sample); \$613 in Bellingham (lowest in our sample); and \$2,177 in Tumwater. (Impact fees for Lacey vary by project so can't easily be compared.) See the Impact Fee memo in [Appendix C.3](#).

There is not a compelling reason to further reduce impact fees in Downtown. A development feasibility analysis completed as part of the DTS concluded that mixed use commercial and residential development is generally feasible with the existing multifamily tax exemption. Where there are additional cost challenges associated with contamination, sea level rise and adaptive reuse other actions are proposed. Further impact fee reductions would mean lowering level of service standards, which are important for maintaining Olympia's high quality of life – in itself a development incentive.

However, the DTS does recommend that the City examine whether the lower impact fee benefit can be extended to additional uses not currently covered. For example, multifamily uses have lower impact fees in the Downtown, yet other uses such as pharmacies do not, and it is unclear why the distinction is made. This action would examine the positive and negative impacts of specific Downtown uses to explore if extending the impact fee reduction to additional uses would be justified.

DI.7 Explore the deferral of utility hook-up fees until time of Certificate of Occupancy rather than time of permit.

Description and Intent

During the DTS process, the City heard from developers that utility hook-up fees were also a disincentive to development. Each of the City's three water-based utilities (Water, Wastewater, and Stormwater) assesses a one-time General Facility Charge (GFC) to every new customer connecting to each utility's respective system. LOTT Clean Water Alliance also charges a capacity development charge (CDC) that is collected by the City.

Various factors make it difficult to directly compare Olympia's GFC's with other cities; in general Stormwater GFC's are higher, while drinking water GFC's are lower. Most cities do not have a utility comparable to LOTT, which does add a significant fee of \$5,354 per unit developed in Olympia, Lacey, Tumwater and the urban areas of Thurston County. See the Utility Hook-Up Fee memo in [Appendix C.4](#) for more.

Lowering the City's GFC rates as a way to incentivize development in Downtown is not recommended at this time. GFC's are not arbitrary. They are evaluated every few years and determined by a State-guided set of calculations that define the value of existing and planned infrastructure. Reducing these fees would mean lowering expectations related to safe drinking water, flood mitigation, waste reduction and disposal, environment protection, etc.

A more realistic action that could be taken to reduce cost pressures on developers would be to defer collection of the hook-up fees from time of permit to certificate of occupancy. Fee deferrals can help cut permit costs because they reduce interest paid by developers on large construction loans. The City already offers this deferral for impact fees.

Timeframe

As resources allow 2018-2021

Lead

Community Planning and Development

Partners and Participants

Public Works

DI.8 Explore grants or loans for structural assessment and fire sprinklers for older buildings.

Timeframe

As resources allow 2018-2021

Lead

Community Planning and Development

Partners and Participants

Fire Department

Description and Intent

Various structural and safety upgrades are required when a rehabilitation project surpasses certain thresholds. A variety of laws necessitate these requirements, including the International Building Code (IBC), Engineering Design & Development Standards (EDDS), Municipal Code (OMC), Federal Emergency Management (FEMA), Americans with Disabilities Act (ADA), and WA Model Toxics Control Act (MTCA).

Most of these standards are out of the City's control to change, except for the EDDS and OMC. Most rehabilitation requirements are part of the IBC, which the City is mandated to use by the State of Washington. IBC requirements are important for life safety, the protection of private property and the environment, and to improve energy efficiency and equity. A few years ago, the City adopted a lower threshold for requiring fire sprinklers in new residential units than what is in the IBC.

The EDDS require frontage improvements or utility upgrades if the existing facilities are undersized to meet the needs for a new use. The OMC requires a landscape plan if a project causes property values to increase over 50%. The OMC also contains design requirements that apply when an exterior façade is modified. All of these types of upgrades provide a long-term benefit to the community, as well as the property owner.

In an environment like Downtown, where there are older buildings and infrastructure, seismic soils, contamination, and flood risk, rehabilitation requirements can add substantial costs to building reuse. For small business owners looking to move, this can be especially troubling. However, most of these requirements cannot or should not be removed.

What the City can do is continue to offer incentives that lower construction costs for desired project types. This action would be to explore grants or loans for structural assessments and fire sprinklers. The idea was provided by a retail forum participant who said she has seen this in other cities. Other actions proposed in this chapter would also help incentivize adaptive reuse, including the SEPA exemption (DT.1) and loan or grant program for façade improvements (DT.3). Also, at the DTS retail forum participants noted that providing information about the authority and purpose of these required upgrades may help deflect the perspective that the City's requirements are overly onerous.

TOOLS AND MEASURES TO CONSIDER IN THE FUTURE

These incentives are not recommended for action within the 6-year time frame, but might be considered following development of a housing strategy or in the longer-term future.

PUBLIC DEVELOPMENT AUTHORITIES (PDAS)

Public development corporations or authorities (PDAs) are authorized under RCW 35.21.730 and allow municipalities and counties to establish “public corporations commissions or authorities” to improve the administration of authorized federal grants or programs, to improve governmental efficiency and services, or to improve the general living conditions of urban areas.

As noted in the Municipal Research Service Center’s (MSRC’s) materials on the subject, municipalities have used PDAs for a variety of efforts including acquisition, management, development, and divestiture of land, conducting a variety of economic development activities in a specific district, historic preservation efforts, and other activities that the municipality itself would not be able to accomplish as effectively, such as collaborative efforts between the City, non-profits, and private developers. Establishing a PDA can also be effective since the authority or corporation can access non-profit grants and tax advantages to make a financially difficult project feasible.

The key to PDAs is the availability of an asset base or independent revenue stream to fund the purchase and development of land. Transfer of surplus lands to a PDA could provide the necessary asset. Development sites could be sold or leased, with the revenues reinvested in other properties or capital improvements. A PDA might be the right tool for managing funds from a housing levy, for example.



Example: Historic Seattle Preservation and Development Authority. “Historic Seattle” is a PDA that has saved, restored, and managed numerous older buildings and structures ranging from former schools and firehouses to workers houses, a fraternal hall, and a street clock, illustrating that a PDA does not necessarily need to be tied to a specific district or complex.



Example: Two residential properties owned by Capitol Hill Housing. Capitol Hill Housing (CHH) is a public corporation organized by the City of Seattle that owns and manages over 2,000 affordable housing units in 48 properties throughout the Seattle area. Note that CHH owns and manages both new and older buildings.

COMMUNITY DEVELOPMENT CORPORATION

Building relationships with local non-profit housing developers has proven to be an effective means of providing affordable housing, especially at the lowest income range. Community Development Corporations (CDCs) are non-profit, community-based organizations focused on revitalizing the areas in which they are located. They can be involved in a variety of activities including economic development, education, community organizing, and real estate development, but they often focus on the development of affordable housing. Skillful non-profit CDC housing providers have the ability to create innovative projects, combine funds from various sources, and manage properties effectively.

Relationships between a city and CDCs can be developed over time. Since maintenance of existing affordable units is a current need, non-profit housing corporations may be a most useful tool. Like PDAs, CDCs need a resource base such as land or a consistent funding source. Also, such development often relies heavily on the availability of federal housing funding and credits, so federal programs should be monitored or other funding sources sought by the entity developing the housing. This and other tools should be considered in the upcoming Housing Strategy (H.1.)



Potential Tools to Implement Olympia Downtown Strategy (DTS)

This list summarizes potential business and development tools available to local jurisdictions in Washington State. As noted in the second column, many of these tools are already being used by the City of Olympia (or in some cases, an applicable partner). The DTS recommends additional tools to promote the City's housing goals be determined as part of forming a comprehensive housing strategy.

Tool		√ In effect in Olympia * Priority to add + In effect, but DTS recommends action	Description	Application and/or Source of Funds	Opportunities	Challenges	Notes
Planning and Zoning							
1	Expedited permit review process		Expedite building permits for pre-approved development types or green buildings. (Also see SEPA exemption #3)	Limited costs generally paid for through development fees	<ul style="list-style-type: none">• Can be targeted to a specific development type that meets defined community goals• Can save projects time in development process, which produces financial savings	<ul style="list-style-type: none">• May not have a large enough impact on development bottom line to change financial viability of project• There are limits to how quickly the City can review an application that is complex or has a public comment period	The City is more focused on #2
2	Streamline permitting processes	√	Avoid inefficient permitting processes that create confusion, cost and waste for applicants, the public and the City. Rather, the City envisions a permit process that allows for electronic submittal and review, real time tracking of inspections results, easier access to public information, and is accessible 24/7.	CP&D is implementing a new enterprise software system known as SmartGov, which will allow for enhanced access to our land use, permit & inspection processes	<ul style="list-style-type: none">• Staff has invested time and energy in applying “lean” techniques to the development review process, including streamlining the intake and final inspections processes	<ul style="list-style-type: none">• It is challenging to institute system changes during periods of high activity.	The City will continue to build a lean culture that provides for efficient processes and open and transparent access to information

Tool		✓ In effect in Olympia * Priority to add + In effect, but DTS recommends action	Description	Application and/or Source of Funds	Opportunities	Challenges	Notes
3	SEPA Exemptions/Planned Action	✓	For areas where an Environmental Impact Statement was completed for a comprehensive plan or subarea plan, this tool limits or eliminates the need for additional environmental review for each individual development project.	Planned actions require city funding up-front for the initial EIS, and additional definition of specific area-wide environmental impacts. Fund source is at city's discretion.	<ul style="list-style-type: none"> • Can rely on the existing EIS completed for Olympia Comp Plan. • Reduces time and cost of permitting process for development this is consistent with Comp Plan and EIS. • Removes or significantly lessens risk of an appeal of permit issuance. 	Keeps the public notice and comment opportunities in the Olympia Municipal Code for individual project proposals, but removes the additional SEPA process and comment opportunity.	DTS recommends establishing Downtown as a SEPA exemption area SEPA exemption under consideration in 2017
4	Inclusionary Zoning		Require or provide incentives to ensure a proportion of units within new housing developments are committed to be affordable to low-income segments of population	Cost is typically borne by private housing developers as part of market-rate development	Can provide additional housing units for low-income segment of population. Units are mixed with market-rate units within same development.	Increases cost of overall development, which can raise rental rates for remaining units within that development. With incentive-based approaches, these cost increases may be offset by the value of the incentives.	Generally works best in very strong housing market conditions
5	Eliminate off street parking requirements	+	General concept is that minimum parking requirements increase the cost of projects and can hinder multifamily development. However, there are currently no minimum parking requirements for residential projects located in Downtown, and commercial parking requirements are somewhat reduced. Even so, developers still strive to provide between .75 and 1.0 parking stalls per residential unit	The City has engaged a parking consultant to review its parking requirements and develop a comprehensive parking strategy	<ul style="list-style-type: none"> • The parking strategy will include recommendations for parking management, parking facilities and supply including surface lots and potential parking structures. • The parking strategy will examine the residential parking program and its impacts on businesses and other Downtown users. 	<ul style="list-style-type: none"> • Elimination of parking requirements can have unintended consequences on surrounding on-street parking 	DTS recommends completion of a Parking strategy, which may result in a recommendation to further reduce commercial parking requirements or other measures

Tool		✓ In effect in Olympia * Priority to add + In effect, but DTS recommends action	Description	Application and/or Source of Funds	Opportunities	Challenges	Notes
6	Enact high-density and multiple family zoning	✓	<p>The general concept is that low density zoning results in inefficient use of land and infrastructure; higher density zoning in urban areas increases housing opportunities, reduces costs and helps transit.</p> <p>Downtown Olympia is comprised of a variety of zoning districts that range from UW-H 35 to DB that allow buildings between 35 feet and 90 feet with bonuses for residential development. The density of a project like 123 4th Ave is over 200 units per acre.</p>	Part of the development code	<ul style="list-style-type: none"> Rezoning undeveloped parcels in existing neighborhoods could help to increase overall densities Looking strategically for opportunities to increase density within high density corridors and near neighborhood centers and existing commercial centers like the mall 	<ul style="list-style-type: none"> There does not appear to be demand for greater densities in the Downtown at this time Rezoning undeveloped parcels in existing neighborhoods would likely result in neighborhood opposition 	In effect for most of Downtown. A broader review of “missing middle housing” is planned for 2017. This exercise will focus on ways to increase density in existing neighborhoods, and could impact the SE area of Downtown.
7	Allow Accessory Dwelling Units	✓	<p>Accessory dwelling units (ADU’s) are smaller homes either attached or detached located on a single family lot. ADUs can add density to neighborhoods, increase access to homeownership by creating rental income for owners and provide affordable housing for renters. Olympia’s development code includes provisions for ADUs, however, few ADUs have been constructed in the City, and some barriers have been identified in the regulations .</p>	Part of the development code	<ul style="list-style-type: none"> ADUs are a viable means to increase density in existing neighborhoods Amending regulations may make adding ADU’s to single family properties more feasible 	<ul style="list-style-type: none"> ADUs can create parking and other conflicts in existing neighborhoods 	Allowed in all residential zones, but improvements could be made. ADU’s are a likely option in the SE Downtown neighborhood. The 2017 review of the “missing middle” will review the City’s ADU regulations, and evaluate potential changes to make these a more viable option.

Tool		✓ In effect in Olympia * Priority to add + In effect, but DTS recommends action	Description	Application and/or Source of Funds	Opportunities	Challenges	Notes
8	Establish Density Bonuses	✓	To encourage more residential development in Downtown, Olympia's development code allows two additional floors above the zoning height limits if the equivalent amount of residential is developed – in most of the DB and UW zoned areas	Part of the development code	<ul style="list-style-type: none"> Can stimulate development of housing by making the projects more cost effective 	<ul style="list-style-type: none"> Building heights above 75 feet require Type I or Type II construction that is more costly than the Type V construction allowed at lower heights 	Two recent projects took advantage of the height bonus option and the developers tell us it was a key component to feasibility: 123 4 th and Columbia Place
Capital Improvements							
9	Capital Facilities Plan projects	+	Funding of infrastructure for projects of high priority in Downtown or citywide	Most appropriate for core infrastructure such as roads, utilities & public facilities	<ul style="list-style-type: none"> To use CFP process consistent with state GMA. Related funding options include Transportation Benefit District (TBD) & Transportation Improvement Program (TIP) Could include General Obligation or Revenue Bonds or other new funding sources 	<ul style="list-style-type: none"> Downtown funding allocations typically compete with other project priorities citywide. 	DTS recommends 5 key street segments improved – these would be part of the CFP
10	Transportation Benefit District	✓	Independent taxing district created for the sole purpose of acquiring, constructing, improving, providing, and funding transportation improvements within the district	State-authorized fees on vehicle license tabs Governed by separate board. Olympia TBD is citywide.	Provides additional funding for transportation improvements	Increased fees to citizens	Olympia's TBD funds pavement management, and these funds are being directed toward DTS street improvements over the next 6 years

Tool		✓ In effect in Olympia * Priority to add + In effect, but DTS recommends action	Description	Application and/or Source of Funds	Opportunities	Challenges	Notes
11	Metropolitan Parks District	✓	Junior property taxing district with special taxing authority for the management, control, improvement, maintenance, and acquisition of parks, pathways, boulevards, recreational facilities, programs, and services	Voted property tax	Provides additional funding for parks improvements	Increased taxes to city property owners, though voted. As a junior taxing district, may be subject to limitations on taxing authority.	Governed by separate board. Olympia MPD is citywide. The MPD has an inter-local agreement with the City of Olympia to provide staffing services.
12	Local Improvement District (RCW 35.43)	*	Assessment of property owners for the costs of a public improvement (as for public parking & transportation facilities, utility infrastructure or public facilities)	Most suited for improvements of widespread public benefit (such as for shared parking or streetscape)	<ul style="list-style-type: none"> • Can be paid over time via City bonds that are repaid by owner assessments (enforceable) • Widely used mechanism with payments structured proportionate to benefits 	<ul style="list-style-type: none"> • Subject to remonstrance if protested by owners paying 60%+ of improvement • Differential rate structures can be difficult to set • Not presently used in Olympia, but was used to fund the original phases of Percival Landing 	DTS recommends the City explore this option Further analysis needed
13	Parking & Business Improvement Area (RCW 35.87A)	✓	Similar to LID, except that businesses rather than property owners are assessed. Can be used for promotion, management & planning as well as capital improvements.	Staff support to PBIA Board is provided by the City Most appropriate for on-going programs rather than as source of funding for major capital improvement projects	<ul style="list-style-type: none"> • Ability to assess businesses if more supportive than property owners. • Flexibility in assessment formula and ability to pay for operating as well as capital expenses. 	<ul style="list-style-type: none"> • Subject to remonstrance if opposed by owners paying 50%+ of proposed assessment • Less ability to enforce repayment, especially as collateral for bonding 	DTS recommends the Board explore expanding the PBIA boundary Further analysis needed

Tool		✓ In effect in Olympia * Priority to add + In effect, but DTS recommends action	Description	Application and/or Source of Funds	Opportunities	Challenges	Notes
14	Community Revitalization Financing (RCW 39.89)		Authorized by the 2001 Legislature. CRF enables 75% of added property tax generated within a geographically defined “increment area” to fund public improvements (infrastructure including park facilities) and spur development in areas characterized by unemployment & stagnant income growth. Can be general revenue or general obligation bonds.	Most suitable for Downtown projects that fit within the statutory definition of a public improvement and will directly stimulate an area in which substantial new private tax assessed valuation is being developed	<ul style="list-style-type: none"> • CRF may be coordinated with other programs by the local government or other jurisdictions • May receive less than full increment as long as bond payments are covered May be securitized by non-public participant. 	<ul style="list-style-type: none"> • CRF increment area requires prior written agreement from taxing districts levying 75%+ of regular property tax • Not usable for projects not covered by “public improvements” definition • City has no CRF experience & tool is not well used statewide 	<p>Has been implemented in Spokane (Iron Bridge TIF area)</p> <p>Uncertain if available to us - Further analysis would be needed.</p>
15	Community Economic Revitalization Board / Local Infrastructure Financing Tool Competitive Program (CERB/LIFT)	<p>+</p> <p>CERB direct funding: in effect – through competitive process.</p> <p>LIFT: Not in effect, and the program is not funded</p>	Authorized by 2006 Legislature (E2SHB 2673) to fund infrastructure, including: roadway, utility, sidewalk, parking, public park/rec. facilities. Uses a form of tax increment financing with revenue or General Obligation bonds repaid over up to 25 years as a state sale & use tax credit matched by increased local funds (including local sales/use/property tax revenues) within a defined Revenue Development Area	<p>In current form, CERB/LIFT is most suited for projects that involve committed on-site or nearby significant private investment.</p> <p>Projects funded to date in Bellingham, Spokane County, Vancouver, Bothell, Everett & Federal Way.</p>	<ul style="list-style-type: none"> • Offers the most comprehensive form of tax increment financing available to date in Washington State • Added revenues return to local governments after bonds repaid • Authorizes securitization of debt from non-public participants, including the private developer with whom the sponsoring government has contracted for private improvements 	<ul style="list-style-type: none"> • Limited to projects involving private development that also increase RDA sales & property taxes • Limited to one RDA per county and maximum of \$1 million per year to any single project • Statewide cap of \$2.5 million for 2008 competitive funding 	<p>Greater utility as a sustainable tool likely is predicated on future legislative amendments. LIFT has not received state funding per WA Dept. of Commerce website</p> <p>The DTS recommends applying for CERB funds as they become available</p>

Tool		✓ In effect in Olympia * Priority to add + In effect, but DTS recommends action	Description	Application and/or Source of Funds	Opportunities	Challenges	Notes
16	Port District (RCW 53)	✓	In addition to authority for harbor, transportation & industrial related facilities, Ports may improve land for commercial use, engage in economic development, use community revitalization financing and powers of a community renewal agency, and provide park & recreation facilities linked to water & transport activity	Property tax levy	<ul style="list-style-type: none"> Ports may annually levy up to \$0.45 per \$1,000 tax assessed value plus a 6-year (renewable) industrial development district levy of up to an added \$0.45 Non-voted property tax base provides stable funding for a range of economic development purposes 	<ul style="list-style-type: none"> Downtown development is often viewed as outside the purview of core Port operations & facilities 	Port of Olympia has been involved with several Downtown related development activities (e.g., East Bay, Port Plaza). The Port is a potential partner on future projects to meet Downtown goals.
17	Community Development Block Grant (CDBG)	✓	CDBG projects require at least 51% of new jobs created to be for persons of low or moderate income. Project priorities cover expansion of economic opportunity, provision of decent housing & suitable living environment.	City receives annual entitlement grant	<ul style="list-style-type: none"> Funds are typically available for planning and implementation of community & economic development projects Can include Section 108 lending for economic development projects 	<ul style="list-style-type: none"> City receives about \$400,000/yr., and the funding is prioritized for low-income housing, sidewalks & 15% social services The federal program may be at risk of budget cuts 	
18	Community Development Corporation		For-profit or non-profit organizations governed by neighborhood representatives to revitalize disinvested neighborhoods.	Investments by individuals, faith-based organizations, small business owners or other local stakeholders	Can provide investments in affordable housing, support services and leadership development	<ul style="list-style-type: none"> Identifying investors Organizing and maintaining the organization 	

Tool	✓ In effect in Olympia * Priority to add + In effect, but DTS recommends action	Description	Application and/or Source of Funds	Opportunities	Challenges	Notes
Partnerships						
19	Community Renewal Area (RCW 35.81)	+	Adopted by the 2002 Legislature as a replacement for the state's urban renewal laws. Allows purchase of property, public improvements & public-private development pursuant to a community renewal plan within an area declared as "blighted." Funding can be provided by general obligation, revenue, or LID bonds. Allows for excess property & sales taxes to pay for capital costs for up to 5 yrs. The City of Olympia adopted a CRA in 2015, and is currently working with private development teams on projects near Waster Street and 4 th Ave. Renewal areas have also been established in cities such as Anacortes, Bremerton (with Kitsap Housing) & Vancouver	<ul style="list-style-type: none"> • May be implemented directly by local government or delegated to another public body including PFD, PDA, port or housing authority • Can use with eminent domain for public use or community renewal • Could include a variety of public-private partnership approaches including: site assembly, public development offerings (RFP/RFQ) and ROI model for funding 	<ul style="list-style-type: none"> • Requirement for declaration of blight limits flexibility of program in some high performing urban centers • Does not directly provide new funding resources except as are already available to local municipalities 	The DTS recommends the City continue to pursue CRA projects
20	Public Development Authority (RCW 35.21.730-32.21.755)		Authorized as a "public corporation," a sub-agency of a city, town, or county with no defined authority. Intent is to improve administration of federal grant programs, improve governmental efficiency. PDA funds & indebtedness "shall not constitute public moneys or funds of any city, town, or county and at all times shall be kept segregated and set apart from other funds."	Potentially viable as a governing structure (with 49 PDAs statewide as of 2007) for public-private development <ul style="list-style-type: none"> • Liabilities are those solely of the PDA and not those of the creating city or county • May avoid state "lending of credit" issues if project is funded through federal or non-state/ local contributed resources (with PDA serving a "conduit" role) • PDA property & revenues exempt from taxation – like town or county. 	<ul style="list-style-type: none"> • No power of eminent domain or ability to levy taxes/special assessments • No added advantages for locally generated municipal financing beyond what is already available to city & county governments. • Olympia has no PDA experience to date 	Advantages of this public organizational structure are greatest if significant federal or other non-local funding and/or public-private partnerships are involved

Tool		✓ In effect in Olympia * Priority to add + In effect, but DTS recommends action	Description	Application and/or Source of Funds	Opportunities	Challenges	Notes
22	Sale of Surplus Public Land	+	City-owned properties, such as surface parking lots, could be redeveloped under public/private partnerships to meet objectives (e.g., low income housing, parking structure, etc.)	The City Council would have to determine that City owned property is indeed 'surplus'. The City has previously sold surplus land to low income housing and homeless service organizations for \$1.	<ul style="list-style-type: none"> Powerful tool to incentivize implementation of community goals City can influence what is ultimately developed there 	<ul style="list-style-type: none"> Limited resource 	DTS recommends the City further consider how surplus properties could be used to meet Downtown goals Further analysis needed
22	Housing Authority of Thurston County	✓	Separate agency that funds housing projects throughout Thurston County	Funded from a variety of sources	<ul style="list-style-type: none"> Decision structure for dispersing aggregate funds to create bigger impact 	<ul style="list-style-type: none"> Olympia specific needs are balanced within broader regional needs Limited resource 	Projects are proposed by the Housing Authority
23	Local Housing Levy		Currently proposed by local advocacy group as a levy option sent to the voters for additional property tax to fund housing for low to moderate income housing units	Would be a voter-approved optional tax	<ul style="list-style-type: none"> Would provide additional housing units for low to moderate income segments of the city population 	Requires voter approval	More information needed. Local advocacy group currently proposing based on Bellingham model
24	Partner with non-profit community Development Corporations (CDCs),		CDCs have proven very efficient in providing affordable housing because they can combine funds from a variety of sources and also develop projects like a for-profit developer. They are particularly valuable for developing and managing affordable housing..	CDCs typically integrate funds from grants, gifts and government sources.	<ul style="list-style-type: none"> The City might contribute a piece of property to a non-profit housing developer as a seed for an affordable housing project. Because non-profits also manage properties, they can guarantee long term affordability. 	<ul style="list-style-type: none"> CDC's require a fiscal resource base such as a piece of property. Most projects rely on federal funding and federal funds are apparently diminishing. 	Working with non-profit housing providers or a PDA might be an efficient way to leverage housing levy funds.

Tool		✓ In effect in Olympia * Priority to add + In effect, but DTS recommends action	Description	Application and/or Source of Funds	Opportunities	Challenges	Notes
25	Main Street Program	✓	Washington State's program provides services and assistance for Downtown revitalization focused on organization, promotion, design & economic restructuring	Administered by the Olympia Downtown Association, which is at the top tier level of state Main Street designation	<ul style="list-style-type: none"> Program based on a proven model pioneered by the National Trust for Historic Preservation Offers a tiered approach to participation at the start-up, affiliate and designation levels 	<ul style="list-style-type: none"> Not suitable for Downtowns unprepared to commit staff resources. State funds limited for added cities @ top tier designation level (11 as of July 2008) 	The City often works in partnership with the ODA
26	Commercial Land Trust		Private non-profit enterprise owning and managing property or commercial lease space in trust for businesses that use that space	Varied-	Provides low-cost space for emerging businesses. Can mitigate the effects of speculative rent pricing and ensure long-term affordability for small businesses leasing space.	Start-up and operational funding for the non-profit enterprise	Typically operated as a non-profit organization
Fiscal Incentives							
27	Historic property tax 'special valuation' (RCW 84.26)	+	As adopted by the 1985 Washington State Legislature, historic properties may qualify for "special valuation" with rehabilitation improvements not taxed for 10 years. Available for designated properties or in the designated Downtown Historic District	Potential use for qualifying Downtown structures through local review process. Heritage Commission is lead entity	<ul style="list-style-type: none"> Available to commercial & residential structures Olympia has adopted a required local ordinance and a board to review applications 	<ul style="list-style-type: none"> Property must be listed in local or national historic register Rehabilitation costs must be 25%+ of a building's assessed valuation prior to application 	To enable more eligible properties, the DTS recommends the City consider updating the historic district boundary – this would follow a historic inventory that is underway Further analysis needed

Tool		✓ In effect in Olympia * Priority to add + In effect, but DTS recommends action	Description	Application and/or Source of Funds	Opportunities	Challenges	Notes
28	Federal Historic Preservation Tax Credits	+	The Tax Reform Act of 1986 provides tax credits of: <ul style="list-style-type: none"> • 20% for certified rehab of certified historic commercial & rental residential structures • 10% for rehab of non-historic, non-residential buildings built pre 1936. Expenditures must exceed the adjusted basis of the building. 	Potential use for qualifying Downtown structures through consultation with City & the WA State Historic Preservation Office	<ul style="list-style-type: none"> • One of the most powerful federal tax incentives available • 20% applicable to structures in national historic districts • Substantial track record across the U.S. & state of Washington via the State Historic Preservation Office (SHPO) as first point of property owner contact 	<ul style="list-style-type: none"> • 20% tax credit projects must meet Secretary of Interior standards for “certified rehabilitations” • In some cases, cost of meeting rehab standards may equal or exceed value of the tax credit • No Downtown businesses have applied in recent years 	To enable more eligible properties, the DTS recommends the City consider updating the historic district boundary, following the inventory Further analysis needed
29	New Market Tax Credits	Not available for Downtown	Federal program of tax credits over 7 years for up to 39% of the investment cost of qualified equity investments through a Certified Development Entity (CDE). Investments must be made in low income communities or for low income persons.		<ul style="list-style-type: none"> • Most commercial & mixed use projects in low income communities qualify • Can use with historic tax credits • 294 awards have been made totaling \$16 billion across U.S. 	<ul style="list-style-type: none"> • Requires a commercial use component • Has required on-going reauthorization by Congress • Complex program needing experienced CDE partner 	N/A in Downtown - Census tract does not qualify as low income.

Tool		✓ In effect in Olympia * Priority to add + In effect, but DTS recommends action	Description	Application and/or Source of Funds	Opportunities	Challenges	Notes
30	HUD Section 108 loan guarantee	✓	<p>HUD Section 108 is one mechanism that increases the capacity of block grants to assist with economic development projects, by enabling a community to borrow up to 5 times its annual CDBG allocation. Can be used for:</p> <ul style="list-style-type: none"> • Real Estate • Infrastructure improvements • Machinery/Equipment • Working Capital <p>Requires job creation in proportion to funding amount - 1 job per \$35,000 of assistance. While best suited to non-construction activities, can be used for construction (triggers prevailing wage requirements)</p>	Federal HUD funds	<ul style="list-style-type: none"> • Lower interest (typically 2% below market) loans • Max. 20 year term • Flexible terms can be structured depending on needs of business • Program has been run since 1974 and is seen as being fairly reliable 	<ul style="list-style-type: none"> • Process to secure loans/grants for individual projects can be lengthy (6-9 months) • Administration and projects must meet federal guidelines, such as Davis Bacon const. requirements • Amount of federal funding for CDBG has been diminishing over the past few years • Compliance requirements similar to CDBG program, incl. job creation reporting and compliance monitoring • Coordination and administration done by City staff 	The federal program may be at risk of budget cuts

Tool		✓ In effect in Olympia * Priority to add + In effect, but DTS recommends action	Description	Application and/or Source of Funds	Opportunities	Challenges	Notes
31	EB-5	✓	Investment dollars for new commercial enterprises that will benefit the US economy primarily by creating new jobs for US citizens. There are two versions of the program: 1) the original program that requires foreign investor to commit \$1 million for eligible projects that create at least 10 full-time direct jobs, and 2) the newer program that allows foreign investors to commit \$500,000 in eligible projects within Targeted Employment Areas that create at least 10 direct and/or indirect jobs. In return for these investments foreigners seek US citizenship.	<p>Requires foreign investment for eligible projects</p> <p>EB-5 program is managed through the US Dept. of Immigration. The WA Regional Center (WRC) located in Lacey raises foreign investment capital & encourages creation of new business opportunities to stimulate the regional economy through the EB-5 program.</p>	<ul style="list-style-type: none"> • Relatively low-cost source of equity for appropriate projects • Projects can be construction (new or rehabilitation), or direct investments into businesses that will create required jobs • EB5 can be bundled with many other funding sources 	<ul style="list-style-type: none"> • \$500,000 program investor projects must be in an EB-5 eligible “targeted employment area” (TEA’s have unemployment rates in excess of 150% of the federal rate for a given year - TEAs are established and adjusted by the governors of each state) • Must meet job generation requirements within 2.5 years • Investors expect to get their equity investment repaid at the end of five years • It takes added time to secure EB5 funds due to federally required process steps 	The project constructed at 123 4th went through the WRC and EB-5 funding was provided by Lou Development LLC (Steven Lou)
32	Reduced building/ planning/ impact/ SDC fees	+	<p>Concept is to reduce various development fees as an incentive to induce qualifying types of development or building features</p> <p>Currently, a variety of uses in the Downtown have lower impact fees relative to other areas of the city</p>	General Fund or impact fund, respectively	<ul style="list-style-type: none"> • Increases development feasibility by reducing soft costs for developers • Fee cost structures are within City control and can be easier to manipulate than other components of the development cost structure 	<ul style="list-style-type: none"> • Reduces revenues to provide permitting & compliance services • If impact fees are reduced for some developments, that revenue burden will be shifted to other developments 	<p>The DTS recommends City explore extending the lower impact fee benefit to additional uses (e.g., pharmacies do not currently have lower impact fees (or at least it’s not clear that they do))</p> <p>Further analysis needed</p>

Tool		✓ In effect in Olympia * Priority to add + In effect, but DTS recommends action	Description	Application and/or Source of Funds	Opportunities	Challenges	Notes
33	Brownfields Area-Wide or Property-Specific Grants/Loans	+	Federal and State funds for area-wide or property-specific grants or loans to assist with clean-up of sites with contamination	Several funding programs operated by the US Environmental Protection Agency (EPA), WA Depts. of Ecology and Commerce	Can reduce or remove risk for potential buyer of the property for redevelopment	<ul style="list-style-type: none"> • Several funding programs with varied eligibility requirements • Most are competitive application processes • EPA funds may be at risk of federal budget cuts 	DTS recommends applying for an EPA assessment grant, and other funds applicable to projects as opportunities arise
34	Multi-Family Tax Exemption (OMC 5.86)	✓	A time-limited reduction in property taxes (8 years for market rate housing and 12 years if 20% of units are affordable housing) for new or rehabilitated multi-family residential units. Olympia has adopted 'target areas' for eligibility for this program, which includes Downtown.	Local taxing jurisdiction	<ul style="list-style-type: none"> • Increases the financial feasibility of property improvements • Often more politically acceptable than other funding sources; it does not require a budget allocation 	<ul style="list-style-type: none"> • Reduces general fund revenues for all overlapping taxing districts • Can require ongoing monitoring to ensure compliance and accountability 	The DTS feasibility study showed this to be one of the most powerful tools to incentivize housing development
35	HOME Investment Partnership Program (federal)	✓ Through county-wide Community Investment Partnership (CIP)	Funding for housing construction, rehabilitation and reinvestment	Federal funds	Additional funding for housing units	Must meet federal guidelines	CIP funding decisions made collectively at county-wide level. City of Olympia has seat at the table.

Tool		✓ In effect in Olympia * Priority to add + In effect, but DTS recommends action	Description	Application and/or Source of Funds	Opportunities	Challenges	Notes
36	Low-Income Housing Tax Credits (fed/state)	✓ For qualifying projects through state-wide competitive process	Provides tax credits for acquisition, rehabilitation, new construction of rental housing targeted to lower-income households. At least 20% of residential units must be restricted to low income residents with income less than 50% median gross income of the area-or at least 40% of the units must be restricted to low income residents with income of 60% or less of the median gross income of the area.	Private and institutional investors/ Federal Government	<ul style="list-style-type: none"> Can increase the supply of affordable housing in an area Because they provide much of the equity needed for a project, a tax credit property can in turn offer lower, more affordable rents Can be used to fund mixed-income projects There are two types of LIHTCs, 4% (less money and less competitive) and 9% (more money but highly competitive) 	<ul style="list-style-type: none"> States allocate federal housing tax credits through a competitive process. Property must maintain compliance with program requirements to remain eligible. 	
37	Housing Trust Fund (state)	✓ Yes, for qualifying projects through state-wide competitive process	Operated by Housing Finance Commission to provide funding for housing development throughout the state.	State funded & administered	Dedicated public revenue stream	Very competitive process for projects to receive funding	
38	Adaptive Re-Use District		An ordinance that allows some deviation from conventional regulatory standards (but not life safety or health standards) for adaptive reuse projects in a designated district. Also includes an expedited review process and provides additional staff assistance in preparing permit applications for re-use projects within the district.	Additional City permit review staff time is required but no public funds are required.	<ul style="list-style-type: none"> Establishing an Adaptive Re-use district in the Art-Tech character area might be a good place to start. Expedited review might be combined with staff assistance for securing funds from other incentive sources such as #27, #28, #29, #30, #32, #34, and #39. So there might be a staff resource to assist owner/developers to prepare projects combining incentives. 	The City of Olympia has already reviewed building and land use code standards to remove unnecessary hurdles so there may not be many opportunities to relax unnecessary standards. See also tool #1 Expedited permit review processes.	Los Angeles has a successful program that has encouraged dozens of projects. See http://preservation.lacity.org/incentives/adaptive-reuse-ordinance

Tool		✓ In effect in Olympia * Priority to add + In effect, but DTS recommends action	Description	Application and/or Source of Funds	Opportunities	Challenges	Notes
39	HUD 202 supportive housing for the elderly		Provides interest-free capital advances through a competitive process to private, nonprofit sponsors to finance housing development for low-income seniors. The nonprofit must provide a minimum capital investment equal to 0.5 percent of the HUD-approved capital advance, up to a maximum of \$25,000.	Federal HUD funds	<ul style="list-style-type: none"> • Occupancy in Section 202 housing is open to any very low-income household comprised of at least one person who is at least 62 years old at the time of initial occupancy • Capital advance does not have to be repaid as long as the project serves very low-income elderly persons for 40 years 	<ul style="list-style-type: none"> • Competitive process to secure loans/grants for individual projects • Difficulty in retaining experienced contractors over lengthy application and fund disbursement timeframes 	
40	Community Land Trust		A non-profit entity that holds land for the development of a community asset, such as affordable housing. The trust owns underlying land, while individuals or cooperatives own the buildings on the land.	Various. As a non-profit, the trust may access grant funding, donations, or other sources.	<ul style="list-style-type: none"> • Cost of homes is typically less, as buyers are purchasing the building only, and not also paying for the land • Homeowners within the trust gain equity, as the value of building improvements is generally credited back to the owner upon resale • The property is owned by the trust in perpetuity • The trust may provide land for other community assets, such as community gardens, community center, or small commercial space 	<ul style="list-style-type: none"> • Start-up and long-term management of the trust can be complicated • Funding for purchase of land may be challenging. 	There are numerous examples of community land trusts in Washington and nationwide
41	Limited Equity Housing Cooperative		<p>Similar to a community land trust, except ownership is shared through a cooperative of residents</p> <p>Olympia has development code provisions for co-ops</p>	Costs are generally shared among cooperative members	Community residents share in all decisions, costs and benefits of the property	<ul style="list-style-type: none"> • Self-governing can be challenging • Some cooperatives have long-term residents, making it somewhat difficult for new residents to join 	There is currently one cooperative operating in west Olympia

Tool		✓ In effect in Olympia * Priority to add + In effect, but DTS recommends action	Description	Application and/or Source of Funds	Opportunities	Challenges	Notes
42	Commercial Linkage fees		City-levied fees on commercial developments for nearby affordable housing, either by paying into an affordable housing fund or directly constructing affordable units	Commercial development fees	Increases the number of affordable housing units constructed	<ul style="list-style-type: none"> • Directly increases costs of commercial development, which can be passed on to customers or renters • May be a disincentive to commercial development in the community, particularly if neighboring jurisdictions do not adopt a similar approach 	Similar to inclusionary zoning, requires an extremely strong economic market
43	Tax vacant land or donate it to non-profit developers		Vacant land/building registration ordinances that require registration of vacant land and often require a fee. Fees increase the longer a property remains vacant. Some communities such as the City of Seattle have a landlord registry and inspection program. This program could be used to track vacant properties that can quickly become code enforcement and crime problems.		<ul style="list-style-type: none"> • Create a vacant property registry if a property remains vacant for more than a year • Could facilitate more responsive code enforcement response to nuisance properties • Property that is owned by the County for failure to pay back taxes could be used 	<ul style="list-style-type: none"> • Minimum housing standards generally enforced through code enforcement process • A new program would require resources and staffing 	Further study would be needed
44	Safety Improvement Loans or Grants	*	Create a low-interest loan or grant program to help property owners and small businesses cover costs associated with building rehabilitations, in particular structural assessments and installing fire sprinklers (identified as potential cost barriers by DTS participants.)	Unknown at this time – may be possible to use CDBG	<ul style="list-style-type: none"> • Could be used to improve safety in existing buildings where there is no permit activity to spark upgrade requirements • Non-local funds may include resources as diverse as CDBG & bank lending 	<ul style="list-style-type: none"> • Having a structural assessment does not necessarily lead to structural upgrades, which can be more costly 	DTS recommends the City explore options for such a program Further analysis needed

Tool		✓ In effect in Olympia * Priority to add + In effect, but DTS recommends action	Description	Application and/or Source of Funds	Opportunities	Challenges	Notes
45	Façade Improvement Loans or Grants	*	<p>Create a low-interest loan or grant program to help property owners and small businesses cover costs for renovation of storefront façades.</p> <p>Might be accompanied by technical assistance to business & property owners focused on architectural design & cost estimating services.</p>	Unknown at this time – may be possible to use CDBG	<ul style="list-style-type: none"> Non-local funds may include resources as diverse as CDBG & bank lending Direct local City funding may be possible through mechanisms such as façade easements 	<ul style="list-style-type: none"> For some buildings, investment need may extend well beyond façades to cover other building upkeep In cases where demolition is the best option, the focus might shift to evaluation of options for façade preservation 	<p>DTS recommends the City explore options for such a program</p> <p>Further analysis needed</p>
46	Main Street Tax Credit Incentive Program (RCW 82.73)	✓	Provides a 75% Business & Occupation (B&O) or Public Utility Tax (PUT) credit for private contributions to eligible Downtown or neighborhood commercial district revitalization organizations	Administered by the Olympia Downtown Association	<ul style="list-style-type: none"> No restriction on use as long as non-profit meets its exempt purpose 	<ul style="list-style-type: none"> Limited to a total of \$1.5 million in credits statewide & \$100,000 annually to each Downtown program 	In recent years the ODA and other Main Street administrators have been lobbying the State legislature to increase the budget from \$1.5 to \$3m due to growth of the program, but efforts have so far been unsuccessful
47	Grow Olympia Fund (GOF) Loans	✓ Through contract with National Development Council (NDC)	<p>Small business loan fund for eligible improvements and expansions:</p> <ul style="list-style-type: none"> Real Estate Machinery/equipment Working capital Must meet Small Business Administration (SBA) eligibility guidelines Tenant improvements by tenant businesses (if SBA eligible) 	Capital provided by NDC. City of Olympia contracts with NDC for Fund administration and loan servicing, primarily using Community Development Block Grant funds	<ul style="list-style-type: none"> NDC's staff provides all underwriting packaging and coordination w/Small Business Association NDC services the loan for the entire term Below market financing (up to prime -1 depending on credit) as first position loan Term varied with useful life of assets financed 	GOF capitalized at \$1 million	Oly Coffee Roasters used GOF funds for their recent expansion on 4 th Ave

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Olympia's Downtown Strategy

Featured Links

- [Downtown Vision & Goals](#)
- [View 2017 Implementation Items](#)
- [Downtown Zoning & Basic Standards](#)
- [Downtown Design Districts and Standards](#)
- [First Floor Land Use Inventory Map](#)
- [Downtown Development Projects Map](#)
- [Community Renewal Area \(CRA\)](#)
- [Action Plan](#)
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What's Next?

Following a public hearing, the Olympia Planning Commission has recommended adoption with some minor changes. The City Council will review the final report at their regular business meeting on April 25, 2017. The staff report will be available for viewing on the [City's agenda page](#) 5 days before the meeting.

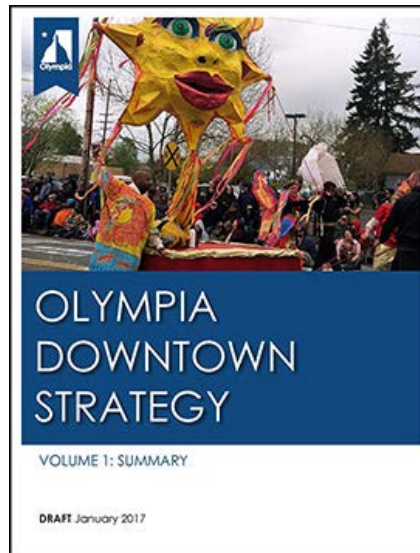
What is the Downtown Strategy?

The Downtown Strategy (DTS) will help to make the [community's vision and goals for Downtown](#) a reality. Our vision is for Downtown to be a more vibrant and attractive place to live, work and play. Based on an extensive public process, the Strategy also:

- Identifies community priorities
- Outlines realistic and impactful actions for the next five years
- Guides budgets and work plans
- Builds community partnerships
- Helps us market Downtown

[View the DTS Summary](#)

Additional background chapters are below.



Land Use

Focuses on development regulations and other City planning actions to support our vision of Downtown as a thriving multifunctional urban center - especially the community's desire for a family-friendly waterfront.

- [View Chapter](#)



Development Incentives

Describes 48 tools that support business and development goals, including funding methods, regulatory measures, programs and collaborative activities. Though many are already in use, the DTS recommends additions.

- [View Chapter](#)

[View Appendices](#)

- [Appendix 1: Toolbox](#)
- [Appendix 2: SEPA Memo](#)
- [Appendix 3: Impact Fee Memo](#)
- [Appendix 4: Utility Hook Up Memo](#)

Action Plan

PUTTING OUR COMPREHENSIVE PLAN INTO ACTION



New

FINANCING OPTIONS FOR SMALL BUSINESSES



CRA

OLYMPIA'S COMMUNITY RENEWAL AREA PROGRAM



City Calendar

- 04/15** - 10:00 a.m. [Volunteer Work Party](#)
- 04/17** - 12:00 p.m. [Special Meeting of the Heritage Review Committee](#)
- 04/17** - 5:00 p.m. [Finance Committee](#)
- 04/17** - 6:30 p.m. [Olympia Planning Commission Meeting](#)
- 04/18** [No City Council Meeting](#)

→ [View full calendar...](#)

City Updates

TAKE THE PLEDGE - CONSERVE, SAVE & WIN! Join Mayor Selby and your fellow Olympians and take the pledge to conserve water now through April 30 at [mywaterpledge.com](#). Participants from the winning City will be entered to win hundreds of prizes, including a new Prius.

SATURDAY DROP-OFF SITE. The Saturday Drop-off site is open from 9-2 every Saturday to accept your recyclables and scrap metal free of charge and yard waste for a small fee. [More...](#)

GATEWAYS PUBLIC ART. Learn more about our plan to add public art at 8 gateways locations around Olympia and take a survey to tell us what types of art should be considered. [More...](#)

DOWNTOWN STRATEGY UPDATE. Olympia's Downtown Strategy is in the final stretch toward adoption. View the draft now on our [Downtown Strategy page](#).

2017 WATER QUALITY REPORT. The City's annual water quality report is now available and shows that Olympia meets all State and Federal drinking water standards. [More...](#)

SANCTUARY CITY. Read Mayor Selby's statement on Olympia's commitment to remain a



Design

Addresses design-related actions toward a more attractive and high quality urban environment, including design guidelines, wayfinding and art, historic preservation, and view protection measures.

• [View Chapter](#)

[View Appendices](#)

- [Appendix 1: Scope for Design Guidelines Update](#)
- [Appendix 2: Views Analysis Process](#)
- [Appendix 3: Public Workshop 3 Views Presentation](#)
- [Appendix 4: Support Graphics \(Views\)](#)



Transportation

New street design concepts and investments to achieve the Strategy's vision of "Connecting People, Places and Spaces" – While all modes are considered, there is a special focus on pedestrians and bikes.

• [View Chapter](#)

[View Appendices](#)

- [Appendix 1: Conceptual Palette of Street Elements](#)



Homelessness in Downtown

Focuses on the importance of taking next steps to address the human needs and impacts associated with homelessness in Downtown Olympia.

• [View Chapter](#)



Housing

Outlines proactive actions the City can take to help set the stage for strong, resilient Downtown neighborhood(s) with housing options for households with a wide range of incomes.

• [View Chapter](#)

[View Appendices](#)

- [Appendix 1: Market Analysis](#)
- [Appendix 2: Feasibility Analysis](#)
- [Appendix 3: Housing Affordability Memo](#)



Retail Business, Community & Economic Development

Outlines a 6-point retail strategy with actions the City and partners can take to promote a vibrant, dynamic business environment that attracts people, activity and investment.

• [View Chapter](#)

[View Appendices](#)

- [Appendix 1: Market Analysis](#)
- [Appendix 2: Business Forum Report](#)

Developing the Strategy - How We Got Here

[Step 1: Gathering Information - COMPLETE](#)

In Step 1 we will gather information and analyze downtown conditions and goals, leading to the identification of more specific objectives.

Deliverables for Step 1

- Preliminary real estate, job, housing and retail market analysis, describing how the

Sanctuary City in the face of increased pressure. [More...](#)

2017 ADOPTED OPERATING BUDGET. The [2017 Adopted Operating Budget](#) is available for viewing.

2017-2022 ADOPTED CAPITAL FACILITIES PLAN. The [2017-2022 Adopted Capital Facilities Plan](#) is now available to view online. For more information on Olympia's Budget process or how you can be involved please see our [Budget 365 page](#)

OLYMPIA MUNICIPAL CODE. Quick link to codes and standards including [Olympia Municipal Code](#). [View](#)

MEETINGS. [Agenda and Minutes](#) [View](#) for City Council and most advisory committees.

different sectors interact and influence the Downtown's overall economic vitality.

- Mapping of sub-districts (areas of special character or function) within the downtown strategy area

Results from Step 1

- [Step 1 Summary Report](#)
- [Results from online survey 1](#)

[Step 2: Evaluate Alternatives - COMPLETE](#)

Step 2 evaluates alternatives for land use, urban form and design, circulation, streetscape, high level parking strategies, and housing and social service measures.

Deliverables for Step 2

- Identification of priority viewsheds, and analysis of how these could be protected through urban form alternatives, and the impacts to economic, housing and other goals.
- Meeting with representatives of housing and social program providers to craft proposals that address housing and social support programs in downtown.
- Analyze feasibility of various development types, and the economic implications.
- Inform the scope of City's upcoming parking strategy with a general comparative analysis of what parking issues might arise under different land use options.

Results from Step 2

- [Step 2 Summary Report](#)
- [Q & A from Workshop #2](#)
- [Notes from Meeting with Social Service Providers](#)

[Step 3: Urban Design - COMPLETE](#)

Step 3 will develop a preferred land use & urban design strategy, and related real estate, housing, business and retail strategies.

Deliverables for Step 3

- Develop a comprehensive downtown street improvement strategy that describes concepts appropriate for sub-districts, and includes schematics for 5 streets segments in the core that will be transformed over the next 6 years.
- Meet with Design Review Board and Heritage Commission to discuss priorities for historic preservation and design guidelines.
- Meet with housing and social services to identify implementation measures, including the resources and organizational collaboration necessary to carry them out.


Results from Step 3

- [Step 3 Report](#)
- [Results from Online Survey #3](#)

Development & Business Forum #1

- [Executive Summary](#)

Urban Design Discussion

- [Video - event presentations](#) 
- [Presentation with e-polling results](#)

[Step 4: Develop Tools - COMPLETE](#)

Phase 4 will develop recommendations for zoning, view protection, design code amendments, and business and real estate incentives.

Deliverables for Step 4

- Provide design concept illustrations, and review design recommendations with the Design Review Board.
- Meet with housing and social services to identify implementation measures, including the resources and organizational collaboration necessary to carry them out.
- Discussion of potential SEPA exemptions for minor construction projects and infill exemption areas, along with methods to address historic and cultural resources.
- Draft a time phased implementation strategy that integrates recommended elements.

Results from Step 4

DTS Workshop #3

- [Powerpoint Presentation](#)
- [Workshop Results](#)
- [Online Survey #4 Results](#)

Development & Business Forum #2

- [Executive Summary](#)

[Step 5 - Draft Report Available](#)

In Step 5 the Draft Downtown Strategy will be reviewed by the Olympia Planning Commission, leading to adoption by the City Council.

Deliverables for Step 5

- The Olympia Planning Commission will review the draft Downtown Strategy for consistency with the Comprehensive Plan.
- The Commission and Council review process, including any workshops, public hearings or other opportunities.

Step 5 Public Meetings

- **Open House for Draft Downtown Strategy:** (Done)
- **Open House & Planning Commission Briefing:** (Done)
- **Public Hearing:** (Done)
- **City Council to Review Draft:** April 25, 2017, 7 p.m., City Hall

[Stakeholder Work Group](#)

A group of 15 citizen and other stakeholder representatives advised staff and consultants in preparation of public workshop materials.

- [Letter from the Stakeholder Group](#)
- [Role of the Stakeholder Group](#)
- [Stakeholder Work Group Bios](#)

Questions?

Contact Amy Buckler, Senior Planner at **360.570.5847** or dts@ci.olympia.wa.us

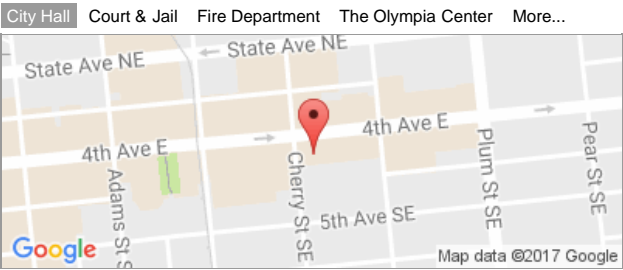
[back to top...](#)

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Ad Hoc Committee on Housing Affordability

Overview of Thurston County Homeless Service Network's Coordinated Entry System and the Vulnerability Index

Agenda Date: 4/19/2017
Agenda Item Number: 5.C
File Number: 17-0399

Type: information **Version:** 1 **Status:** In Committee

Title

Overview of Thurston County Homeless Service Network's Coordinated Entry System and the Vulnerability Index

Recommended Action

Committee Recommendation:

Not referred to a committee.

City Manager Recommendation:

Receive a report on the County's Homeless Service Network's Coordinated Entry System and the Vulnerability Index

Report

Issue:

Whether to receive an overview of the role of the coordinated entry system and vulnerability index in the Thurston County Homeless Service Network and what opportunities there are to improve the system to create a more efficient and effective homeless service network.

Staff Contact:

Anna Schlecht, Community Planning and Development Department, Community Service Programs Manager, (360)753-8183

Presenter(s):

Anna Schlecht, Community Service Programs Manager
Jeff Spring, Department of Commerce Consolidated Homeless Grant Manager
Derek Harris, Deputy Director of Community Youth Services
Trish Gregory, Acting Executive Director of Family Support Services
Phil Owen, Executive Director of SideWalk
Meg Martin, Program Manager of Interfaith Works Shelter and Warming Center

Background and Analysis:

We will hear an overview on the Coordinated Entry System (CE) and Vulnerability Index. Presenters

will include Jeff Spring from Commerce who will provide an overview on the current government requirements for compliance under the coming HUD regulatory changes for Coordinated Entry and the current State Consolidated Homeless Grant (CHG) Program requirements.

There will also be representatives from each of the agencies that work together as the Coordinated Entry System. Following is an overview of that system.

SideWalk:	Single adults and couples without children
Family Support Services	Families with children
Community Youth Services	Youth ages 17 and under and ages 18 - 24

Additionally, there are service agencies that work directly with those fleeing domestic violence and those with veteran status. Those agencies who work with these populations continue efforts to be integrated into the CE system's entry points.

Two of the CE point of entry agencies - Family Support Center and Community Youth Services - are currently located in downtown Olympia, and the third will be relocated to downtown within a few months. These CE entry points are supplemented by a single phone number called the **Housing Hotline** for those in need of services who are unable to access these physical locations. While there has been significant demand at each access point, there are known "side-doors" to the system. These entry points tend to hamper efforts to fully utilize the coordinated entry system and lead to gaps in data consistency and quality.

Launched in 2012, the CE system is still relatively young, and each agency is building capacity with their use of the vulnerability index screening and data collection. Part of the Five Year Homeless Housing Plan includes a work plan to improve data quality, efficiencies and to resolve State Commerce concerns regarding performance.

The attached diagram, "**Client Flow in Coordinated Entry**," illustrates the "client flow" or how homeless people are able to work their way through this CE system.

The Coordinated Entry Team also manages a comprehensive listing for the Vulnerability Index, the current best practice for identifying and prioritizing the street homeless population for housing according to the fragility of their health.

Vulnerability Index The Vulnerability Index (VI) is a means of triaging homeless and street dependent people for services. The VI is administered in a form of a survey, (Attachment "**Vulnerability Index - Triage Tool**") which captures a homeless individual's health and social status. It identifies the most vulnerable using a web-based data system that produces a report on the interview subjects that is summarized with a numeric "vulnerability" rating. Anyone with a score of 10 or higher is considered at the highest risk based on specific health conditions, combined with duration of homelessness, that cause homeless individuals to be most at risk for dying. This ranking allows those with the most severe health risks to be identified and prioritized for housing and other

support.

For individuals who have been homeless for at least six months, one or more of the following markers place them at heightened risk of mortality:

- 1) More than three hospitalizations or emergency room visits in a year;
- 2) More than three emergency room visits in the previous three months;
- 3) Aged 60 or older;
- 4) Cirrhosis of the liver;
- 5) End-stage renal disease;
- 6) History of frostbite, immersion foot, or hypothermia;
- 7) HIV+/AIDS; and,
- 8) Tri-morbidity: co-occurring psychiatric, substance abuse, and chronic medical condition.

Representatives from the CE system will be prepared to provide more detailed information and answer all questions.

Thurston County's Housing Pipeline process has started to move towards a project funding framework that provides more predictable funding over a multi-year period. Some of the allocations focus on the County's most vulnerable citizens and thereby align some of the homeless resources with the Vulnerability Index.

The Home Fund also proposes to target funding towards the most vulnerable members of our community.

Neighborhood/Community Interests (if known):

All Olympia neighborhood's and other community stakeholders are impacted by homelessness

Options:

Receive a report on the County's Homeless Service Network's Coordinated Entry System and the Vulnerability Index

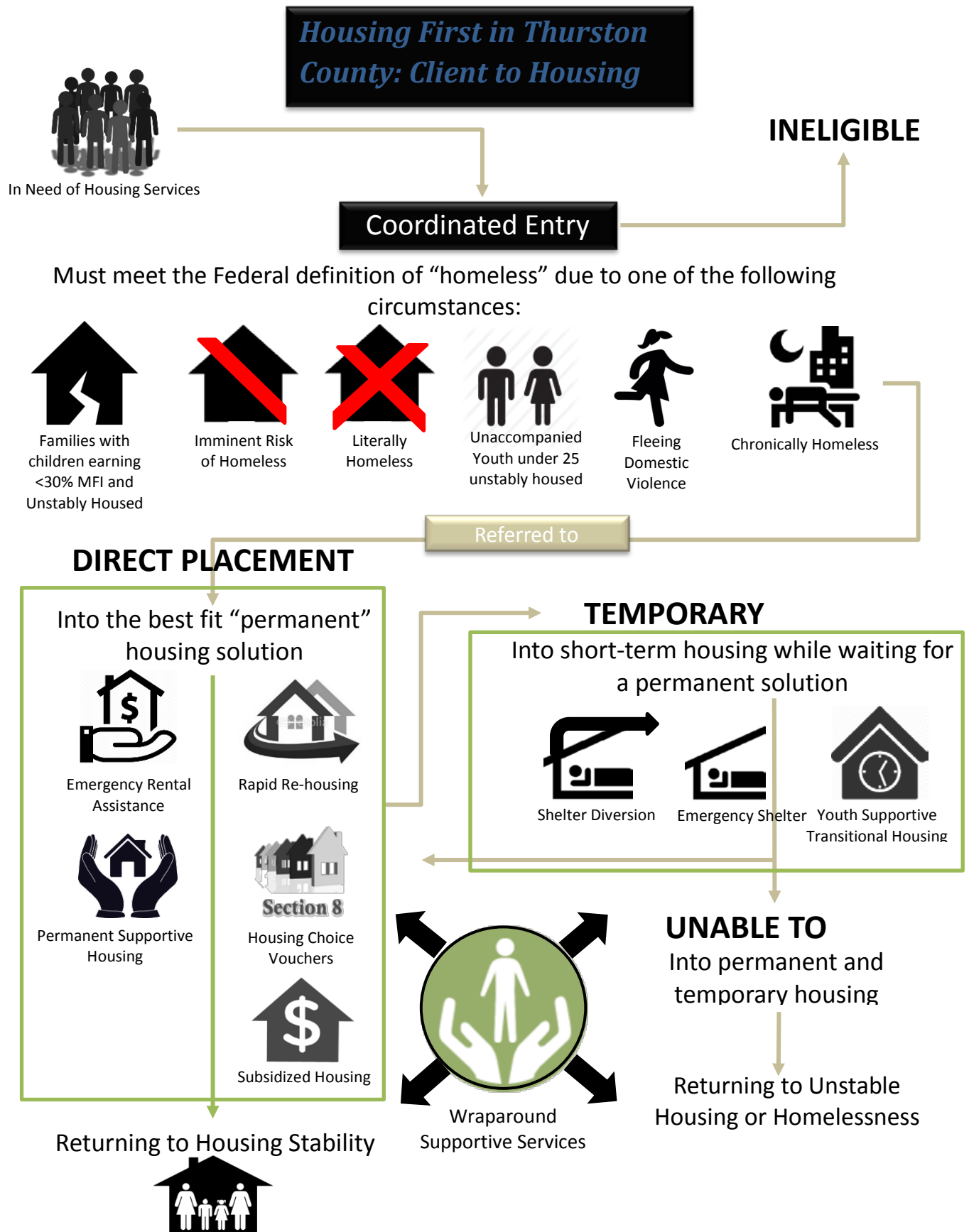
Financial Impact:

These Coordinated Entry System services are funded by the County's Community Investment Partnership in which Olympia is a funding contributor.

Attachments:

Client Flow in Coordinated Entry System
Vulnerability Index - Triage Tool

Client Flow in Coordinated Entry:



**Vulnerability Index -
Service Prioritization Decision Assistance Tool
(VI-SPDAT)**

Prescreen Triage Tool for Single Adults

AMERICAN VERSION 2.01

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**COMMUNITY
SOLUTIONS**



Welcome to the SPDAT Line of Products

The Service Prioritization Decision Assistance Tool (SPDAT) has been around in various incarnations for over a decade, before being released to the public in 2010. Since its initial release, the use of the SPDAT has been expanding exponentially and is now used in over one thousand communities across the United States, Canada, and Australia.

More communities using the tool means there is an unprecedented demand for versions of the SPDAT, customized for specific client groups or types of users. With the release of SPDAT V4, there have been more current versions of SPDAT products than ever before.

VI-SPDAT Series

The Vulnerability Index – Service Prioritization Decision Assistance Tool (VI-SPDAT) was developed as a pre-screening tool for communities that are very busy and do not have the resources to conduct a full SPDAT assessment for every client. It was made in collaboration with Community Solutions, creators of the Vulnerability Index, as a brief survey that can be conducted to quickly determine whether a client has high, moderate, or low acuity. The use of this survey can help prioritize which clients should be given a full SPDAT assessment first. Because it is a self-reported survey, no special training is required to use the VI-SPDAT.

Current versions available:

- VI-SPDAT V 2.0 for Individuals
- VI-SPDAT V 2.0 for Families
- VI-SPDAT V 1.0 for Youth

All versions are available online at

www.orgcode.com/products/vi-spdats/

SPDAT Series

The Service Prioritization Decision Assistance Tool (SPDAT) was developed as an assessment tool for front-line workers at agencies that work with homeless clients to prioritize which of those clients should receive assistance first. The SPDAT tools are also designed to help guide case management and improve housing stability outcomes. They provide an in-depth assessment that relies on the assessor's ability to interpret responses and corroborate those with evidence. As a result, this tool may only be used by those who have received proper, up-to-date training provided by OrgCode Consulting, Inc. or an OrgCode certified trainer.

Current versions available:

- SPDAT V 4.0 for Individuals
- SPDAT V 2.0 for Families
- SPDAT V 1.0 for Youth

Information about all versions is available online at

www.orgcode.com/products/spdat/

SPDAT Training Series

To use the SPDAT, training by OrgCode or an OrgCode certified trainer is required. We provide training on a wide variety of topics over a variety of mediums.

The full-day in-person SPDAT Level 1 training provides you the opportunity to bring together as many people as you want to be trained for one low fee. The webinar training allows for a maximum of 15 different computers to be logged into the training at one time. We also offer online courses for individuals that you can do at your own speed.

The training gives you the manual, case studies, application to current practice, a review of each component of the tool, conversation guidance with prospective clients – and more!

Current SPDAT training available:

- Level 0 SPDAT Training: VI-SPDAT for Frontline Workers
- Level 1 SPDAT Training: SPDAT for Frontline Workers
- Level 2 SPDAT Training: SPDAT for Supervisors
- Level 3 SPDAT Training: SPDAT for Trainers

Other related training available:

- Excellence in Housing-Based Case Management
- Coordinated Access & Common Assessment
- Motivational Interviewing
- Objective-Based Interactions

More information about SPDAT training, including pricing, is available online at

<http://www.orgcode.com/product-category/training/spdat/>

Administration

Interviewer's Name _____	Agency _____	<input type="checkbox"/> Team <input type="checkbox"/> Staff <input type="checkbox"/> Volunteer
Survey Date DD/MM/YYYY ____/____/____	Survey Time ____	Survey Location _____

Opening Script

Every assessor in your community regardless of organization completing the VI-SPDAT should use the same introductory script. In that script you should highlight the following information:

- the name of the assessor and their affiliation (organization that employs them, volunteer as part of a Point in Time Count, etc.)
- the purpose of the VI-SPDAT being completed
- that it usually takes less than 7 minutes to complete
- that only "Yes," "No," or one-word answers are being sought
- that any question can be skipped or refused
- where the information is going to be stored
- that if the participant does not understand a question or the assessor does not understand the question that clarification can be provided
- the importance of relaying accurate information to the assessor and not feeling that there is a correct or preferred answer that they need to provide, nor information they need to conceal

Basic Information

First Name _____	Nickname _____	Last Name _____
In what language do you feel best able to express yourself? _____		
Date of Birth DD/MM/YYYY ____/____/____	Age _____	Social Security Number _____
		Consent to participate <input type="checkbox"/> Yes <input type="checkbox"/> No

IF THE PERSON IS 60 YEARS OF AGE OR OLDER, THEN SCORE 1.

SCORE:

A. History of Housing and Homelessness

1. Where do you sleep most frequently? (check one)

- ☐ Shelters
☐ Transitional Housing
☐ Safe Haven
☐ **Outdoors**
☐ **Other (specify):** _____

☐ **Refused**

IF THE PERSON ANSWERS ANYTHING OTHER THAN "SHELTER", "TRANSITIONAL HOUSING", OR "SAFE HAVEN", THEN SCORE 1.

SCORE:

2. How long has it been since you lived in permanent stable housing? _____

☐ Refused

3. In the last three years, how many times have you been homeless? _____

☐ Refused

IF THE PERSON HAS EXPERIENCED 1 OR MORE CONSECUTIVE YEARS OF HOMELESSNESS, AND/OR 4+ EPISODES OF HOMELESSNESS, THEN SCORE 1.

SCORE:

B. Risks

4. In the past six months, how many times have you...

a) Received health care at an emergency department/room? _____

☐ Refused

b) Taken an ambulance to the hospital? _____

☐ Refused

c) Been hospitalized as an inpatient? _____

☐ Refused

d) Used a crisis service, including sexual assault crisis, mental health crisis, family/intimate violence, distress centers and suicide prevention hotlines? _____

☐ Refused

e) Talked to police because you witnessed a crime, were the victim of a crime, or the alleged perpetrator of a crime or because the police told you that you must move along? _____

☐ Refused

f) Stayed one or more nights in a holding cell, jail or prison, whether that was a short-term stay like the drunk tank, a longer stay for a more serious offence, or anything in between? _____

☐ Refused

IF THE TOTAL NUMBER OF INTERACTIONS EQUALS 4 OR MORE, THEN SCORE 1 FOR **EMERGENCY SERVICE USE.**

SCORE:

5. Have you been attacked or beaten up since you've become homeless? _____

☐ Y ☐ N ☐ Refused

6. Have you threatened to or tried to harm yourself or anyone else in the last year? _____

☐ Y ☐ N ☐ Refused

IF "YES" TO ANY OF THE ABOVE, THEN SCORE 1 FOR **RISK OF HARM.**

SCORE:

7. Do you have any legal stuff going on right now that may result in you being locked up, having to pay fines, or that make it more difficult to rent a place to live? ☐ Y ☐ N ☐ Refused

IF "YES," THEN SCORE 1 FOR **LEGAL ISSUES**.

SCORE:

8. Does anybody force or trick you to do things that you do not want to do? ☐ Y ☐ N ☐ Refused

9. Do you ever do things that may be considered to be risky like exchange sex for money, run drugs for someone, have unprotected sex with someone you don't know, share a needle, or anything like that? ☐ Y ☐ N ☐ Refused

IF "YES" TO ANY OF THE ABOVE, THEN SCORE 1 FOR **RISK OF EXPLOITATION**.

SCORE:

C. Socialization & Daily Functioning

10. Is there any person, past landlord, business, bookie, dealer, or government group like the IRS that thinks you owe them money? ☐ Y ☐ N ☐ Refused

11. Do you get any money from the government, a pension, an inheritance, working under the table, a regular job, or anything like that? ☐ Y ☐ N ☐ Refused

IF "YES" TO QUESTION 10 OR "NO" TO QUESTION 11, THEN SCORE 1 FOR **MONEY MANAGEMENT**.

SCORE:

12. Do you have planned activities, other than just surviving, that make you feel happy and fulfilled? ☐ Y ☐ N ☐ Refused

IF "NO," THEN SCORE 1 FOR **MEANINGFUL DAILY ACTIVITY**.

SCORE:

13. Are you currently able to take care of basic needs like bathing, changing clothes, using a restroom, getting food and clean water and other things like that? ☐ Y ☐ N ☐ Refused

IF "NO," THEN SCORE 1 FOR **SELF-CARE**.

SCORE:

14. Is your current homelessness in any way caused by a relationship that broke down, an unhealthy or abusive relationship, or because family or friends caused you to become evicted? ☐ Y ☐ N ☐ Refused

IF "YES," THEN SCORE 1 FOR **SOCIAL RELATIONSHIPS**.

SCORE:

D. Wellness

15. Have you ever had to leave an apartment, shelter program, or other place you were staying because of your physical health? ☐ Y ☐ N ☐ Refused
16. Do you have any chronic health issues with your liver, kidneys, stomach, lungs or heart? ☐ Y ☐ N ☐ Refused
17. If there was space available in a program that specifically assists people that live with HIV or AIDS, would that be of interest to you? ☐ Y ☐ N ☐ Refused
18. Do you have any physical disabilities that would limit the type of housing you could access, or would make it hard to live independently because you'd need help? ☐ Y ☐ N ☐ Refused
19. When you are sick or not feeling well, do you avoid getting help? ☐ Y ☐ N ☐ Refused
20. **FOR FEMALE RESPONDENTS ONLY:** Are you currently pregnant? ☐ Y ☐ N ☐ N/A or Refused

IF "YES" TO ANY OF THE ABOVE, THEN SCORE 1 FOR **PHYSICAL HEALTH**.

SCORE:

21. Has your drinking or drug use led you to being kicked out of an apartment or program where you were staying in the past? ☐ Y ☐ N ☐ Refused
22. Will drinking or drug use make it difficult for you to stay housed or afford your housing? ☐ Y ☐ N ☐ Refused

IF "YES" TO ANY OF THE ABOVE, THEN SCORE 1 FOR **SUBSTANCE USE**.

SCORE:

23. Have you ever had trouble maintaining your housing, or been kicked out of an apartment, shelter program or other place you were staying, because of:
- a) A mental health issue or concern? ☐ Y ☐ N ☐ Refused
- b) A past head injury? ☐ Y ☐ N ☐ Refused
- c) A learning disability, developmental disability, or other impairment? ☐ Y ☐ N ☐ Refused
24. Do you have any mental health or brain issues that would make it hard for you to live independently because you'd need help? ☐ Y ☐ N ☐ Refused

IF "YES" TO ANY OF THE ABOVE, THEN SCORE 1 FOR **MENTAL HEALTH**.

SCORE:

IF THE RESPONDENT SCORED 1 FOR **PHYSICAL HEALTH** AND 1 FOR **SUBSTANCE USE** AND 1 FOR **MENTAL HEALTH**, SCORE 1 FOR **TRI-MORBIDITY**.

SCORE:

25. Are there any medications that a doctor said you should be taking that, for whatever reason, you are not taking? ☐ Y ☐ N ☐ Refused

26. Are there any medications like painkillers that you don't take the way the doctor prescribed or where you sell the medication? ☐ Y ☐ N ☐ Refused

IF "YES" TO ANY OF THE ABOVE, SCORE 1 FOR **MEDICATIONS**.

SCORE:

27. **YES OR NO:** Has your current period of homelessness been caused by an experience of emotional, physical, psychological, sexual, or other type of abuse, or by any other trauma you have experienced? ☐ Y ☐ N ☐ Refused

IF "YES", SCORE 1 FOR **ABUSE AND TRAUMA**.

SCORE:

Scoring Summary

DOMAIN	SUBTOTAL	RESULTS
PRE-SURVEY	/1	Score: Recommendation: 0-3: no housing intervention 4-7: an assessment for Rapid Re-Housing 8+: an assessment for Permanent Supportive Housing/Housing First
A. HISTORY OF HOUSING & HOMELESSNESS	/2	
B. RISKS	/4	
C. SOCIALIZATION & DAILY FUNCTIONS	/4	
D. WELLNESS	/6	
GRAND TOTAL:	/17	

Follow-Up Questions

On a regular day, where is it easiest to find you and what time of day is easiest to do so?	place: _____ time: ____ : ____ or
Is there a phone number and/or email where someone can safely get in touch with you or leave you a message?	phone: (____) _____ - _____ email: _____
Ok, now I'd like to take your picture so that it is easier to find you and confirm your identity in the future. May I do so?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Refused

Communities are encouraged to think of additional questions that may be relevant to the programs being operated or your specific local context. This may include questions related to:

- military service and nature of discharge
- ageing out of care
- mobility issues
- legal status in country
- income and source of it
- current restrictions on where a person can legally reside
- children that may reside with the adult at some point in the future
- safety planning

Appendix A: About the VI-SPDAT

The HEARTH Act and federal regulations require communities to have an assessment tool for coordinated entry - and the VI-SPDAT and SPDAT meet these requirements. Many communities have struggled to comply with this requirement, which demands an investment of considerable time, resources and expertise. Others are making it up as they go along, using “gut instincts” in lieu of solid evidence. Communities need practical, evidence-informed tools that enhance their ability to satisfy federal regulations and quickly implement an effective approach to access and assessment. The VI-SPDAT is a first-of-its-kind tool designed to fill this need, helping communities end homelessness in a quick, strategic fashion.

The VI-SPDAT

The VI-SPDAT was initially created by combining the elements of the Vulnerability Index which was created and implemented by Community Solutions broadly in the 100,000 Homes Campaign, and the SPDAT Prescreen Instrument that was part of the Service Prioritization Decision Assistance Tool. The combination of these two instruments was performed through extensive research and development, and testing. The development process included the direct voice of hundreds of persons with lived experience.

The VI-SPDAT examines factors of current vulnerability and future housing stability. It follows the structure of the SPDAT assessment tool, and is informed by the same research backbone that supports the SPDAT - almost 300 peer reviewed published journal articles, government reports, clinical and quasi-clinical assessment tools, and large data sets. The SPDAT has been independently tested, as well as internally reviewed. The data overwhelmingly shows that when the SPDAT is used properly, housing outcomes are better than when no assessment tool is used.

The VI-SPDAT is a triage tool. It highlights areas of higher acuity, thereby helping to inform the type of support and housing intervention that may be most beneficial to improve long term housing outcomes. It also helps inform the order - or priority - in which people should be served. The VI-SPDAT does not make decisions; it informs decisions. The VI-SPDAT provides data that communities, service providers, and people experiencing homelessness can use to help determine the best course of action next.

Version 2

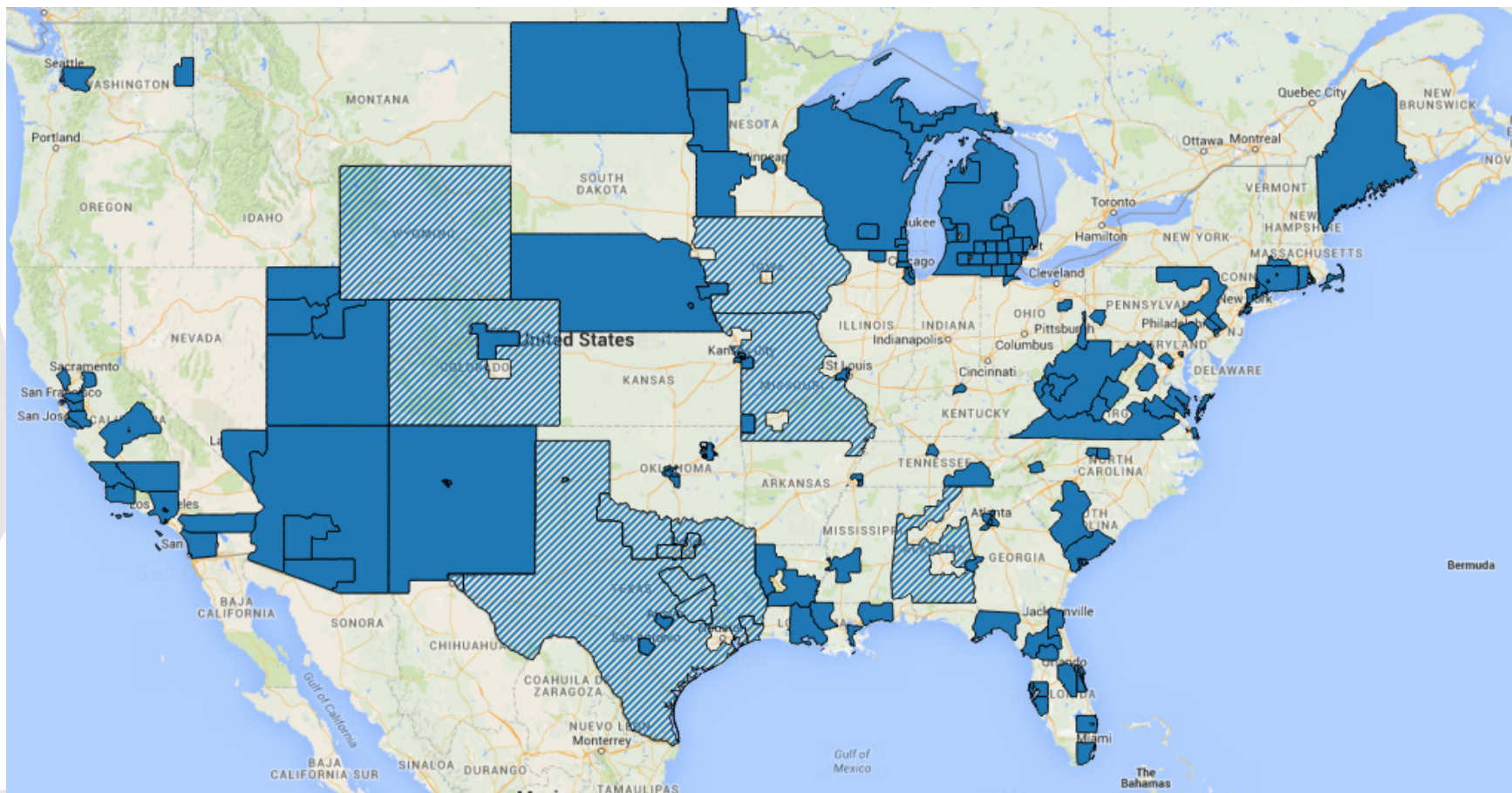
Version 2 builds upon the success of Version 1 of the VI-SPDAT with some refinements. Starting in August 2014, a survey was launched of existing VI-SPDAT users to get their input on what should be amended, improved, or maintained in the tool. Analysis was completed across all of these responses. Further research was conducted. Questions were tested and refined over several months, again including the direct voice of persons with lived experience and frontline practitioners. Input was also gathered from senior government officials that create policy and programs to help ensure alignment with guidelines and funding requirements.

You will notice some differences in Version 2 compared to Version 1. Namely:

- it is shorter, usually taking less than 7 minutes to complete;
- subjective elements through observation are now gone, which means the exact same instrument can be used over the phone or in-person;
- medical, substance use, and mental health questions are all refined;
- you can now explicitly see which component of the full SPDAT each VI-SPDAT question links to; and,
- the scoring range is slightly different (Don't worry, we can provide instructions on how these relate to results from Version 1).

Appendix B: Where the VI-SPDAT is being used in the United States

Since the VI-SPDAT is provided completely free of charge, and no training is required, any community is able to use the VI-SPDAT without the explicit permission of Community Solutions or OrgCode Consulting, Inc. As a result, the VI-SPDAT is being used in more communities than we know of. It is also being used in Canada and Australia.



A partial list of continua of care (CoCs) in the US where we know the VI-SPDAT is being used includes:

Alabama

- Parts of Alabama Balance of State

Arizona

- Statewide

California

- San Jose/Santa Clara City & County
- San Francisco
- Oakland/Alameda County
- Sacramento City & County
- Richmond/Contra Costa County
- Watsonville/Santa Cruz City & County
- Fresno/Madera County
- Napa City & County
- Los Angeles City & County
- San Diego
- Santa Maria/Santa Barbara County
- Bakersfield/Kern County
- Pasadena
- Riverside City & County
- Glendale
- San Luis Obispo County

Colorado

- Metropolitan Denver Homeless Initiative
- Parts of Colorado Balance of State

Connecticut

- Hartford
- Bridgeport/Stratford/Fairfield
- Connecticut Balance of State
- Norwalk/Fairfield County
- Stamford/Greenwich
- City of Waterbury

District of Columbia

- District of Columbia

Florida

- Sarasota/Bradenton/Manatee, Sarasota Counties
- Tampa/Hillsborough County
- St. Petersburg/Clearwater/Largo/Pinellas County
- Tallahassee/Leon County
- Orlando/Orange, Osceola, Seminole Counties
- Gainesville/Alachua, Putnam Counties
- Jacksonville-Duval, Clay Counties
- Palm Bay/Melbourne/Brevard County
- Ocala/Marion County
- Miami/Dade County
- West Palm Beach/Palm Beach County

Georgia

- Atlanta County
- Fulton County
- Columbus-Muscogee/Russell County
- Marietta/Cobb County
- DeKalb County

Hawaii

- Honolulu

Illinois

- Rockford/Winnebago, Boone Counties
- Waukegan/North Chicago/Lake County
- Chicago
- Cook County

Iowa

- Parts of Iowa Balance of State

Kansas

- Kansas City/Wyandotte County

Kentucky

- Louisville/Jefferson County

Louisiana

- Lafayette/Acadiana
- Shreveport/Bossier/Northwest
- New Orleans/Jefferson Parish
- Baton Rouge
- Alexandria/Central Louisiana CoC

Massachusetts

- Cape Cod Islands
- Springfield/Holyoke/Chicopee/Westfield/Hampden County

Maryland

- Baltimore City
- Montgomery County

Maine

- Statewide

Michigan

- Statewide

Minnesota

- Minneapolis/Hennepin County
- Northwest Minnesota
- Moorhead/West Central Minnesota
- Southwest Minnesota

Missouri

- St. Louis County
- St. Louis City
- Joplin/Jasper, Newton Counties
- Kansas City/Independence/Lee's Summit/Jackson County
- Parts of Missouri Balance of State

Mississippi

- Jackson/Rankin, Madison Counties
- Gulf Port/Gulf Coast Regional

North Carolina

- Winston Salem/Forsyth County
- Asheville/Buncombe County
- Greensboro/High Point

North Dakota

- Statewide

Nebraska

- Statewide

New Mexico

- Statewide

Nevada

- Las Vegas/Clark County

New York

- New York City
- Yonkers/Mount Vernon/New Rochelle/Westchester County

Ohio

- Toledo/Lucas County
- Canton/Massillon/Alliance/Stark County

Oklahoma

- Tulsa City & County/Broken Arrow
- Oklahoma City
- Norman/Cleveland County

Pennsylvania

- Philadelphia
- Lower Marion/Norristown/Abington/Montgomery County
- Allentown/Northeast Pennsylvania
- Lancaster City & County
- Bristol/Bensalem/Bucks County
- Pittsburgh/McKeesport/Penn Hills/Allegheny County

Rhode Island

- Statewide

South Carolina

- Charleston/Low Country
- Columbia/Midlands

Tennessee

- Chattanooga/Southeast Tennessee
- Memphis/Shelby County
- Nashville/Davidson County

Texas

- San Antonio/Bexar County
- Austin/Travis County
- Dallas City & County/Irving
- Fort Worth/Arlington/Tarrant County
- El Paso City and County
- Waco/McLennan County
- Texas Balance of State
- Amarillo
- Wichita Falls/Wise, Palo Pinto, Wichita, Archer Counties
- Bryan/College Station/Brazos Valley
- Beaumont/Port Arthur/South East Texas

Utah

- Statewide

Virginia

- Richmond/Henrico, Chesterfield, Hanover Counties
- Roanoke City & County/Salem
- Virginia Beach
- Portsmouth
- Virginia Balance of State
- Arlington County

Washington

- Seattle/King County
- Spokane City & County

Wisconsin

- Statewide

West Virginia

- Statewide

Wyoming

- Wyoming Statewide is in the process of implementing