



Governing Board October Special Meeting

Theory of Change

If we create a homelessness response system that centers the voices of people with lived experience of homelessness, then we can focus on responding to needs and eliminating inequities, to end homelessness for all.

Date & Time

October 27, 2025; 3:00pm-5:00pm

Location

Seattle Public Library Level 5 Mixing Room, 1000 4th Ave, Seattle; [Zoom](#)

Agenda

A. Call to Order

Chair

Theory of Change

Land Acknowledgement

B. Roll Call

C. Approval of Consent Agenda

Updated meeting minutes March 2025-August 2025

September 2025 Governing Board Meeting Minutes

D. CEO Updates - Dr. Kelly Kinnison, Chief Executive Officer

E. Public Comment

F. Executive Session

Executive Session to discuss matters relating to RCW 42.30.11 subsections (f) and (i); potential action to follow in open session

**Please note that Executive Session is closed to the public.*

G. Briefings

Briefing No. 2025-08

Regional Funding and Services Analysis

- *Dr. Tim Thomas, Chief of Research and Data*
- *Tiffany Brooks, Deputy Chief Financial Officer*
- *Kiki Serantes, Planning Manager*

H. Discussion and Possible Action

2025-12

RESOLUTION 2025-12

A RESOLUTION approval of the amendment to the Five-Year Plan

- *Kiki Serantes, Planning Manager*
- *Emily Grossman, Policy Analyst*
- *Remy Golla, Legislative Affairs Analyst*

2025-10

RESOLUTION 2025-10 | Regional Temporary Shelter Siting Policy

- *Mayor Bruce Harrell, Board Co-Chair*

I. Adjournment

Next Regular Meeting

November 20, 2025 10:00am-12:00pm

NOTICE: The Governing Board can be called in to Executive Session as needed, pursuant to RCW 42.30.110.





KCRHA Governing Board

Regular Meeting Minutes

March 20, 2025

10:00am – 12:00pm PT

Chair Pro Tempore: Jorge Barón

Clerk: Affiong Ibok and Lisa Edge

A. Call to Order

The KCRHA Governing Board met virtually on March 20, 2025, pursuant to the Interlocal Agreement. The meeting began at 10:02am PT. The Theory of Change and Land Acknowledgement were read by the Clerk of the Board.

B. Roll Call

<i>Last</i>	<i>First</i>	<i>Present</i>	<i>Absent</i>	<i>Notes</i>
<i>Constantine</i>	<i>Dow</i>	<i>X</i>		<i>DE Braddock as alternate</i>
<i>Barón</i>	<i>Jorge</i>	<i>X</i>		
<i>Balducci</i>	<i>Claudia</i>	<i>X</i>		
<i>McQuarter Jr.</i>	<i>Roosevelt</i>	<i>X</i>		
<i>Birney</i>	<i>Angela</i>	<i>X</i>		
<i>Prince</i>	<i>Ed</i>	<i>X</i>		
<i>Backus</i>	<i>Nancy</i>	<i>X</i>		
<i>Moore</i>	<i>Cathy</i>	<i>X</i>		
<i>Harrell</i>	<i>Bruce</i>	<i>X</i>		<i>DM Washington began serving as alternate at 11:15am.</i>
<i>Nelson</i>	<i>Sara</i>		<i>X</i>	<i>Absent at roll call</i>
<i>Green</i>	<i>Lamont</i>	<i>X</i>		

C. Chair Pro Tempore

Member Balducci nominated Member Barón and Member Braddock seconded. Member Barón was elected as Chair Pro Tempore by unanimous vote.

D. Approval of the Consent Agenda



There was one item on the consent agenda: approving the March 2025 minutes. Member Balducci motioned to approve, and Member McQuarter Jr. seconded. The March 2025 minutes were approved by unanimous vote.

E. CEO Updates

CEO Kinnison delivered an update that the city, county, and KCRHA have been working together to discuss KCRHA's funding model in response to 2023 audit findings. She then reminded Board members about the April 11th retreat happening at the Together Center. The theme of the retreat is roles and responsibilities, advancing regionalism, and a deep dive into data. The report also included an update on a letter sent by Executive Constantine, Mayor Harrell, and CEO Kinnison to the state legislature addressing the need for more homelessness operating investments. Finally, CEO Kinnison thanked the interim Lived Experience members for their service on the board.

Member Balducci and Member Harrell also thanked the interim members for their service.

Chair Barón then announced that he and Member Balducci also wrote a similar letter, and they would be sending it to the state legislature.

F. Public Comment

The following people spoke.

Alison Eisinger
Karina O'Malley
Bruce Drager
Elizabeth Maupin
Michelle Eastman

G. Lived Experience Member Introductions

Chair Barón announced that not all caucuses have selected their lived experience members, so introductions would be postponed until the next meeting.



H. Briefings

Briefing No. 2025-01

Continuum of Care 101

- *Dorsol Plants, Continuum of Care Co-Chair*
- *Ruby Romero, Continuum of Care Co-Chair*
- *Kelsey Beckmeyer, Continuum of Care Manager, KCRHA*

Briefing No. 2025-02

Severe Weather Response

- *Monica Irons, Director of Planning and Special Projects, KCRHA*
- *Tony Machacha, Manager of Emergency Operations in Planning & Special Projects, KCRHA*

****Following the briefings, Chair Pro Tempore announced the Board would enter *Executive Session at 11:42am under RCW 42.30.11(1)(i)* to discuss federal funding impacts and potential litigation with legal counsel. The session was expected to last 10 minutes. At 11:52am, the Chair Pro Tempore returned to open session to announce that executive session would be extended for 5-minutes. The Board returned to open session at 11:58am. No action was taken. ****

I. Adjournment

Member McQuarter Jr. and Member Green gave comments on their experiences on the Board.

Member McQuarter Jr. moved to adjourn. It was seconded by Member Green and passed unanimously. The meeting adjourned at 12:02pm.

Next Regular Meeting

April 17, 2025; 10:00 am– 12:00 pm PT



NOTICE: The Governing Board can be called in to Executive Session as needed, pursuant to RCW 42.30.110.



KCRHA Governing Board

Regular Meeting Minutes

April 17, 2025

10:00am – 12:00pm PT

Chair Pro Tempore: Bruce Harrell and Sara Nelson

Clerk: Affiong Ibok and Lisa Edge

A. Call to Order

The KCRHA Governing Board met virtually on April 17, 2025, pursuant to the Interlocal Agreement. The meeting began at 10:04am PT. The Theory of Change and Land Acknowledgement were read by the Clerk of the Board.

B. Roll Call

<i>Last</i>	<i>First</i>	<i>Present</i>	<i>Absent</i>	<i>Notes</i>
<i>Braddock</i>	<i>Shannon</i>	X		<i>Alt. DE Gill attended</i>
<i>Barón</i>	<i>Jorge</i>	X		
<i>Balducci</i>	<i>Claudia</i>	X		
<i>Aviva</i>	<i>Yvonne-Monique</i>	X		
<i>Birney</i>	<i>Angela</i>		X	
<i>Prince</i>	<i>Ed</i>	X		
<i>Backus</i>	<i>Nancy</i>	X		<i>Left at 11am.</i>
<i>Moore</i>	<i>Cathy</i>	X		
<i>Harrell</i>	<i>Bruce</i>	X		<i>Left at 11am. DM Washington served as alternate.</i>
<i>Nelson</i>	<i>Sara</i>	X		
<i>Bracken</i>	<i>Ellyse</i>	X		

The Board had quorum at 10:06am with 10 members present.

C. Chair Pro Tempore

Member Prince motioned for Member Harrell to serve as chair pro tempore with Member Nelson taking over after Member Harrell leaves. It was seconded by Member Backus. The motion was passed by unanimous voice vote.

D. Approval of the Consent Agenda



There was one item on the consent agenda: approving the April 2025 minutes. Member Prince motioned to approve, and Member Nelson seconded. The April 2025 minutes were approved by unanimous vote.

E. CEO Updates

CEO Kinnison thanked the Board for their work during the Governing Retreat and introduced the new Chief of Research and Data, Dr. Tim Thomas. Dr. Thomas introduced himself to the Board and described how his professional experiences can be used to help KCRHA advance its mission.

Next, CEO Kinnison provided an update on behalf of the Continuum of Care (COC) Board. The CoC Charter Review Workgroup was approved and had their kickoff meeting in March. The Board also approved the Rapid Rehousing written standards for CoC projects and approved the 2025 CoC workplan.

CEO Kinnison closed by thanking staff from the County and City for their partnership.

F. Public Comment

There were no speakers for public comment.

*****Following Public Comment, Chair announced the Board would enter Executive Session at 10:27pm under RCW 42.30.11(1)(i) to discuss federal funding impacts and potential litigation with legal counsel. During this time, Member Harrell left the meeting and Member Nelson took over as Chair pro tempore. The session was expected to last 10 minutes. At 10:40am, the Chair returned to open session to announce the executive session would be extended until 11:00am. The Board returned to open session at 11:00am. No action was taken. *****

G. Briefings

Briefing No. 2025-03

Proposed KCRHA Signing Authority Policy

– *Edmund Witter, General Counsel*



H. Discussion and Possible Action



RESOLUTION 2025-02

A RESOLUTION approval of the KCRHA Governing Board Bylaws

– *Edmund Witter, General Counsel*

Member Barón made a motion to approve the Bylaws as presented and Member Nelson seconded it. The motion passed unanimously.

<i>Last</i>	<i>First</i>	<i>Aye</i>	<i>Nay</i>	<i>Notes</i>
<i>Braddock</i>	<i>Shannon</i>	<i>X</i>		<i>DE Gill served as proxy.</i>
<i>Barón</i>	<i>Jorge</i>	<i>X</i>		
<i>Balducci</i>	<i>Claudia</i>	<i>X</i>		
<i>Aviva</i>	<i>Yvonne-Monique</i>	<i>X</i>		
<i>Birney</i>	<i>Angela</i>			<i>Absent at vote.</i>
<i>Prince</i>	<i>Ed</i>	<i>X</i>		
<i>Backus</i>	<i>Nancy</i>			<i>Absent at vote.</i>
<i>Moore</i>	<i>Cathy</i>	<i>X</i>		
<i>Harrell</i>	<i>Bruce</i>	<i>X</i>		<i>DM Washington voted as proxy.</i>
<i>Nelson</i>	<i>Sara</i>	<i>X</i>		
<i>Bracken</i>	<i>Ellyse</i>	<i>X</i>		

RESOLUTION 2025-03

A RESOLUTION approval of an Interfund Loan as presented to the Governing Board

- *James Rouse, KCRHA Chief Financial Officer*
- *Tiffany Brooks, KCRHA Deputy Chief Financial Officer*
- *Aaron Rubardt, King County Deputy Budget Director*

Member Prince made a motion to approve the Interfund Loan as presented and Member Nelson seconded it. The motion passed unanimously.



<i>Last</i>	<i>First</i>	<i>Aye</i>	<i>Nay</i>	<i>Notes</i>
<i>Braddock</i>	<i>Shannon</i>	<i>X</i>		<i>DE Gill served as proxy.</i>
<i>Barón</i>	<i>Jorge</i>	<i>X</i>		
<i>Balducci</i>	<i>Claudia</i>	<i>X</i>		
<i>Aviva</i>	<i>Yvonne-Monique</i>	<i>X</i>		
<i>Birney</i>	<i>Angela</i>			<i>Absent at vote.</i>
<i>Prince</i>	<i>Ed</i>	<i>X</i>		
<i>Backus</i>	<i>Nancy</i>	<i>X</i>		<i>Absent at vote.</i>
<i>Moore</i>	<i>Cathy</i>	<i>X</i>		
<i>Harrell</i>	<i>Bruce</i>	<i>X</i>		<i>DM Washington voted as proxy.</i>
<i>Nelson</i>	<i>Sara</i>	<i>X</i>		
<i>Bracken</i>	<i>Ellyse</i>	<i>X</i>		

I. Adjournment

Member Prince moved to adjourn. It was seconded by Member Barón and passed unanimously. The meeting adjourned at 11:16am.

Next Regular Meeting

May 15th, 2025; 10:00 am– 12:00 pm PT

NOTICE: The Governing Board can be called in to Executive Session as needed, pursuant to RCW 42.30.110.



KCRHA Governing Board

Regular Meeting Minutes

May 15, 2025

10:00am – 12:00pm PT

Chair Pro Tempore: Ed Prince

Clerk: Affiong Ibok and Lisa Edge

A. Call to Order

The KCRHA Governing Board met virtually on May 15, 2025, pursuant to the Interlocal Agreement. The meeting began at 10:04am PT. The Theory of Change and Land Acknowledgement were read by the Clerk of the Board.

B. Roll Call

<i>Last</i>	<i>First</i>	<i>Present</i>	<i>Absent</i>	<i>Notes</i>
<i>Braddock</i>	<i>Shannon</i>	<i>X</i>		
<i>Barón</i>	<i>Jorge</i>	<i>X</i>		
<i>Balducci</i>	<i>Claudia</i>	<i>-</i>		
<i>Aviva</i>	<i>Yvonne-Monique</i>	<i>X</i>		
<i>Birney</i>	<i>Angela</i>	<i>-</i>		
<i>Prince</i>	<i>Ed</i>	<i>X</i>		
<i>Backus</i>	<i>Nancy</i>	<i>X</i>		
<i>Moore</i>	<i>Cathy</i>	<i>-</i>		<i>Absent for roll call but present for votes.</i>
<i>Harrell</i>	<i>Bruce</i>	<i>X</i>		<i>DM Washington as Proxy.</i>
<i>Nelson</i>	<i>Sara</i>	<i>X</i>		
<i>Bracken</i>	<i>Ellyse</i>	<i>X</i>		
<i>Hay</i>	<i>Kent</i>	<i>X</i>		

The Board had quorum at 10:06am with 9 members present.

C. Chair Pro Tempore

Member Backus nominated Member Prince to serve as Chair Pro Tempore. Member Nelson introduced a motion to vote on this nomination which was seconded by Member *Barón*. The motion passed by unanimous voice vote.



Member Barón introduced a motion to amend the amend the agenda to include a resolution to create a special committee ("Resolution 2025-6 A RESOLUTION OF THE GOVERNING BOARD OF THE KING COUNTY REGIONAL HOMELESSNESS AUTHORITY ESTABLISHING A SPECIAL COMMITTEE TO OVERSEE KCRHA GOVERNANCE STRUCTURES "). The motion was seconded by Member Backus and passed by unanimous voice vote.*

D. Approval of the Consent Agenda

There was one item on the consent agenda: approving the April 2025 minutes. Member Nelson motioned to approve, and Member Braddock seconded. The April 2025 minutes were approved by a unanimous vote.

E. CEO Updates

CEO Kinnison provided an update on the Federal Funding impacts to KCRHA. She then provided an update on behalf of the CoC Co-Chairs, including an update on the work of the CoC Governance Charter Workgroup and the CoC Convening Workgroup. The CEO provided an update on the 2026 draft budget process for City of Seattle funding. Finally, the CEO provided an update on the Tent City 4 relocation process.

F. Public Comment

The following people spoke.

Brandon Craig
Ivan Gerdes
AV King
Justin Fain
Vince Palmer
Alexic Mobley
Jack Portwood
Greg Greer
David Adams



Latricia Roquemore
Anitra Freeman
Ana Perry
Jesara Schroeder
Walter Hatch
George Hacker
Erin Rants
Tara Miller
Joe Malloy
Paloma
ZZ Top
Joy
Greg Thiessen
Claire Eldrige-Burns
Tamara

***Following Public Comment, Chair announced the Board would enter Executive Session at 11:10am under RCW 42.30.11(1)(f)(i) to discuss personnel matters and potential litigation with legal counsel. The session was expected to last 30 minutes. At 11:40am, the Chair returned to open session to announce a 20-minute extension. At 12:01, Chair announced a 5-minute extension. The Board returned to open session at 12:06p.m. No action was taken. ***

G. Briefings

The Board unanimously decided to strike non-voting items from the agenda

H. Discussion and Possible Action

2025-04

RESOLUTION 2025-04

A RESOLUTION approval of the First Presbyterian Lease Amendment

- Jeff Simms, KCRHA Senior Director for Policy

Member Barón made a motion to approve Resolution 2025-05 and Member Backus seconded it. The motion passed unanimously by voice vote.



2025-05

RESOLUTION 2025-05

A RESOLUTION approval of the Authority to join *King County v. Turner*

- *Edmund Witter, KCRHA General Counsel*



Member Braddock made a motion to approve Resolution 2025-05 and Member Moore seconded it. The motion passed unanimously by voice vote.

2025-06

RESOLUTION 2025-06

A resolution of the governing board of the King County Regional Homelessness Authority establishing a special committee to oversee KCRHA governance structures

- Sponsor: Jorge L. Barón

Member Moore introduced an amendment to the Resolution which was seconded by Member Backus which passed unanimously. The amendments were as follows:

- The special committee was renamed “Personnel Management Committee”*
- The purpose of the committee was revised to “to provide day-to-day supervision of the Authority’s Chief Executive Officer and personnel management, including planning for the Governing Board’s oversight of the annual CEO performance evaluation and reporting to the Governing Board, all in service of obtaining better outcomes for people experiencing homelessness.”*
- The committee responsibility of “Direction and counsel on time-sensitive matters between Governing Board Meetings” was struck from the resolution.*

The main motion, with the above amendments, was approved by a unanimous voice vote.

I. Adjournment

Member Backus moved to adjourn. It was seconded by Member Bracken and passed unanimously.

Next Regular Meeting

June 16th, 2025; 10:00 am– 12:00 pm PT

NOTICE: The Governing Board can be called in to Executive Session as needed, pursuant to RCW 42.30.110.



KCRHA Governing Board

Special Meeting Minutes

June 16, 2025

10:00am – 12:00pm PT

Chair Pro Tempore: Ed Prince

Clerk: Affiong Ibok and Lisa Edge

A. Call to Order

The KCRHA Governing Board met virtually on June 16, 2025, pursuant to the Interlocal Agreement. The meeting began at 10:02am PT. The Theory of Change and Land Acknowledgement were read by the Clerk of the Board.

B. Roll Call

<i>Last</i>	<i>First</i>	<i>Present</i>	<i>Absent</i>	<i>Notes</i>
<i>Braddock</i>	<i>Shannon</i>	<i>X</i>		<i>Alt. DE Gill</i>
<i>Barón</i>	<i>Jorge</i>	<i>X</i>		
<i>Balducci</i>	<i>Claudia</i>	<i>X</i>		
<i>Aviva</i>	<i>Yvonne-Monique</i>	<i>X</i>		
<i>Birney</i>	<i>Angela</i>	<i>X</i>		
<i>Prince</i>	<i>Ed</i>	<i>X</i>		
<i>Backus</i>	<i>Nancy</i>	<i>X</i>		
<i>Moore</i>	<i>Cathy</i>	<i>X</i>		<i>Alt. CM Kettle</i>
<i>Harrell</i>	<i>Bruce</i>	<i>X</i>		<i>Alt. DM Washington</i>
<i>Nelson</i>	<i>Sara</i>	<i>X</i>		
<i>Bracken</i>	<i>Ellyse</i>	<i>X</i>		
<i>Hay</i>	<i>Kent</i>	<i>X</i>		

The Board had quorum with 11 members present. Alternate CM Kettle joined the meeting shortly after roll call was completed.

C. Chair Pro Tempore

Member Gill nominated himself, and Member Washington seconded the nomination. Member Gill was elected as chair pro tempore of the meeting by unanimous voice vote.

D. Approval of the Consent Agenda



Member Nelson introduced a motion to approve the consent agenda. It was seconded by Member Birney. Member Baron made note of a typo in the minutes (“Personal” instead of “Personnel”) which would be fixed before the minutes were published. The Board approved the minutes, with this change, by unanimous voice vote.

E. CEO Updates

CEO Kinnison provided an update on the Federal Funding impacts to KCRHA.

F. Public Comment

The following individuals gave public comments.

Ana Perry

Anne Burkland

Alison Eisinger

G. Briefings

Briefing No. 2025-04
KCRHA Budget Request

– *Simon Foster, Deputy Chief Executive Officer*

Deputy CEO Simon Foster was absent from the meeting. Deputy CFO Tiffany Brooks gave the presentation instead

****Following the briefings, Chair announced the Board would enter *Executive Session* at 10:55am under RCW 42.30.11(0)(f)(i) to discuss personnel matters and potential litigation with legal counsel. The session was expected to last 45 minutes. At 11:36am and 11:54am, the Clerk returned to the open session to announce 10-minute extensions. The Board returned to open session at 12:06p.m. No action was taken. ****

H. Co-Chair Elections

Members Birney and Nelson nominated Mayor Harrell to serve as co-chairperson. Members Baron and Washington nomination Member Braddock to serve as co-



chairperson. Members Harrell and Braddock were elected as co-chairpersons by unanimous voice vote.

I. Adjournment

Member Prince motioned to adjourn the meeting, and Member Birney seconded the motion. The motion passed unanimously.

Next Regular Meeting

September 18, 2025; 10:00 am– 12:00 pm PT

NOTICE: The Governing Board can be called in to Executive Session as needed, pursuant to RCW 42.30.110.



KCRHA Governing Board

Special Meeting Minutes

July 30, 2025

1:00pm – 3:00pm PT

Chair: Bruce Harrell

Clerk: Affiong Ibok and Lisa Edge

A. Call to Order

The KCRHA Governing Board met virtually on July 30, 2025, pursuant to the Interlocal Agreement. The meeting began at 1:05pm PT. The Theory of Change and Land Acknowledgement were read by the Chair.

B. Roll Call

<i>Last</i>	<i>First</i>	<i>Present</i>	<i>Absent</i>	<i>Notes</i>
<i>Braddock</i>	<i>Shannon</i>	<i>X</i>		
<i>Barón</i>	<i>Jorge</i>	<i>X</i>		
<i>Balducci</i>	<i>Claudia</i>	<i>X</i>		
<i>Aviva</i>	<i>Yvonne-Monique</i>	<i>X</i>		
<i>Birney</i>	<i>Angela</i>		<i>X</i>	
<i>Prince</i>	<i>Ed</i>	<i>X</i>		
<i>Backus</i>	<i>Nancy</i>	<i>X</i>		<i>Member Backus arrived at 1:15pm</i>
<i>Kettle</i>	<i>Robert</i>		<i>X</i>	
<i>Harrell</i>	<i>Bruce</i>	<i>X</i>		
<i>Nelson</i>	<i>Sara</i>	<i>X</i>		
<i>Bracken</i>	<i>Ellyse</i>	<i>X</i>		
<i>Hay</i>	<i>Kent</i>	<i>X</i>		

The Board had quorum at the time of roll call with 9 members. Member Backus arrived at 1:15pm.

C. Approval of the Consent Agenda

Member Bracken made motion to approve the consent agenda. It was seconded by Member Nelson and passed via unanimous voice vote.



D. CEO Updates

CEO Kinnison informed the Board that the awardees for the D5 Seasonal Shelter RFP have been selected and provided an update on the Collective Bargaining Process.

E. Public Comment

There was no public comment.

F. Discussion and Possible Action

2025-07

RESOLUTION 2025-07

A *RESOLUTION* approval of the East King County Interlocal Agreement Draft

– *Edmund Witter, General Counsel*

Member Prince made a motion to approve Resolution 2025-07 and it was seconded by member Backus. The motion passed unanimously.

2025-08

RESOLUTION 2025-08

A *RESOLUTION* approval of Westwood Lease Extension

– *Jeff Simms, Director of Policy*

Member Baron made a motion to approve Resolution 2025-08 and it was seconded by member Braddock. The motion passed unanimously.

*****Following Discussion and Possible Action, Chair announced the Board would enter Executive Session at 1:30pm under RCW 42.30.11(1)(f)(i) to discuss personnel matters and potential litigation with legal counsel. The session was expected to last 30 minutes. The Board returned to open session at 2:00 p.m. No action was taken. *****

G. Adjournment

Member Baron motioned to adjourn the meeting, and Member Nelson seconded the motion. The motion passed unanimously.



Next Regular Meeting

September 18, 2025; 10:00 am– 12:00 pm PT

NOTICE: The Governing Board can be called in to Executive Session as needed, pursuant to RCW 42.30.110.



KCRHA Governing Board

Special Meeting Minutes

August 15, 2025

3:00pm – 5:00pm PT

Chair: Shannon Braddock

Clerk: Affiong Ibok and Lisa Edge

A. Call to Order

The KCRHA Governing Board met virtually on August 15, 2025, pursuant to the Interlocal Agreement. The meeting began at 3:07pm PT. The Theory of Change and Land Acknowledgement were read by Chair Braddock.

B. Roll Call

<i>Last</i>	<i>First</i>	<i>Present</i>	<i>Absent</i>	<i>Notes</i>
<i>Braddock</i>	<i>Shannon</i>	<i>X</i>		
<i>Barón</i>	<i>Jorge</i>	<i>X</i>		
<i>Balducci</i>	<i>Claudia</i>	<i>X</i>		
<i>Aviva</i>	<i>Yvonne-Monique</i>	<i>X</i>		
<i>Birney</i>	<i>Angela</i>	<i>X</i>		
<i>Prince</i>	<i>Ed</i>	<i>-</i>		
<i>Backus</i>	<i>Nancy</i>	<i>-</i>		
<i>Kettle</i>	<i>Robert</i>	<i>X</i>		
<i>Harrell</i>	<i>Bruce</i>	<i>X</i>		
<i>Nelson</i>	<i>Sara</i>	<i>X</i>		
<i>Bracken</i>	<i>Ellyse</i>	<i>X</i>		
<i>Hay</i>	<i>Kent</i>	<i>X</i>		

The Board had quorum with 10 members present.

C. Public Comment

There were no public comments.

D. Executive Session



***Following Public Comment, Chair announced the Board would enter Executive Session at 3:10pm under RCW 42.30.11(1)(f)(i) to discuss personnel matters and potential litigation with legal counsel. The session was expected to last 30 minutes. Chair requested a 15-minute extension at 3:21pm and 3:40pm. The Board returned to open session at 4:28 p.m. No action was taken. ***

E. Adjournment

Member Baron moved to adjourn the meeting. The motion was seconded by Chair Braddock.

Next Regular Meeting

September 18, 2025; 10:00 am– 12:00 pm PT

NOTICE: The Governing Board can be called in to Executive Session as needed, pursuant to RCW 42.30.110.



KCRHA Governing Board

Special Meeting Minutes

August 27, 2025

2:30pm – 4:00pm PT

Chair: Bruce Harrell

Clerk: Affiong Ibok and Lisa Edge

A. Call to Order

The KCRHA Governing Board met virtually on August 27, 2025, pursuant to the Interlocal Agreement. The meeting began at 2:40pm PT. The Theory of Change and Land Acknowledgement were read by Chair Harrell.

B. Roll Call

<i>Last</i>	<i>First</i>	<i>Present</i>	<i>Absent</i>	<i>Notes</i>
<i>Braddock</i>	<i>Shannon</i>	<i>X</i>		
<i>Barón</i>	<i>Jorge</i>	<i>X</i>		
<i>Balducci</i>	<i>Claudia</i>	<i>X</i>		
<i>Aviva</i>	<i>Yvonne-Monique</i>	<i>X</i>		
<i>Birney</i>	<i>Angela</i>	<i>-</i>		
<i>Prince</i>	<i>Ed</i>	<i>-</i>		
<i>Backus</i>	<i>Nancy</i>	<i>-</i>		
<i>Kettle</i>	<i>Robert</i>	<i>X</i>		
<i>Harrell</i>	<i>Bruce</i>	<i>X</i>		
<i>Nelson</i>	<i>Sara</i>	<i>X</i>		
<i>Bracken</i>	<i>Ellyse</i>	<i>X</i>		
<i>Hay</i>	<i>Kent</i>	<i>X</i>		

The Board had quorum with 9 members present.

C. Public Comment

There were no public comments.

D. Executive Session



****Following Public Comment, Chair announced the Board would enter *Executive Session* at 2:45pm under RCW 42.30.11(1)(f)(i) to discuss personnel matters and potential litigation with legal counsel. The session was expected to last 60 minutes. At 3:45pm, the Chair returned to open session to announce a 45-minute extension, until 4:30pm. The Board returned to open session at 4:01 p.m. No action was taken. ****

E. Adjournment

Member Baron moved to adjourn the meeting. The motion was seconded by Member Nelson.

Next Regular Meeting

September 18, 2025; 10:00 am– 12:00 pm PT

NOTICE: The Governing Board can be called in to Executive Session as needed, pursuant to RCW 42.30.110.



KCRHA Governing Board

Special Meeting Minutes

September 26, 2025

4:30pm – 6:00pm PT

Chair: Shannon Braddock

Clerk: Affiong Ibok and Lisa Edge

A. Call to Order

The KCRHA Governing Board met virtually on September 26, 2025, pursuant to the Interlocal Agreement. The meeting began at 4:33pm PT. The Theory of Change and Land Acknowledgement were read by the Chair.

B. Roll Call

<i>Last</i>	<i>First</i>	<i>Present</i>	<i>Absent</i>	<i>Notes</i>
<i>Braddock</i>	<i>Shannon</i>	<i>X</i>		
<i>Barón</i>	<i>Jorge</i>	<i>X</i>		
<i>Balducci</i>	<i>Claudia</i>	<i>X</i>		
<i>Aviva</i>	<i>Yvonne-Monique</i>	<i>X</i>		
<i>Birney</i>	<i>Angela</i>		<i>X</i>	
<i>Prince</i>	<i>Ed</i>	<i>X</i>		
<i>Backus</i>	<i>Nancy</i>	<i>X</i>		
<i>Juarez</i>	<i>Debora</i>	<i>X</i>		
<i>Harrell</i>	<i>Bruce</i>	<i>X</i>		
<i>Nelson</i>	<i>Sara</i>	<i>X</i>		
<i>Bracken</i>	<i>Ellyse</i>	<i>X</i>		
<i>Hay</i>	<i>Kent</i>	<i>X</i>		

The Board had quorum at the time of roll call with 11 members.

C. Approval of the Consent Agenda

Member Baron made motion to approve the consent agenda. It was seconded by Member Prince and passed via unanimous voice vote.

D. CEO Updates



CEO Kinnison informed the Board that KCRHA received the Norm Maleng at the LifeWire World of Hope Gala on September 13th. KCRHA, along with the City of Seattle and Downtown Emergency Service Center, met with delegates from Salt Lake City to discuss KCRHA's regional homelessness response approach. The CEO also provided updates on federal and local funding.

E. Public Comment

The following individuals provided comments.

Tim B.

Matthew Burford

Andre Howard

Danica Burgess

Ben Mathewson

Elizabeth Maupin

Jonn Grant

F. Discussion and Possible Action

2025-10

RESOLUTION 2025-10 | Regional Temporary Shelter Siting Policy

- *Mayor Bruce Harrell, Board Co-Chair*

No action was taken

2025-11

RESOLUTION 2025-11

A RESOLUTION to establish a Labor Relations Special Committee

- *County Executive Shannon Braddock, Board Co-Chair*
- *Mayor Bruce Harrell, Board Co-Chair*



Member Nelson motioned to approve Resolution 2025-11. The motion was seconded by Member Backus and approved unanimously by all members present.

*****Following Discussion and Possible Action, the Board moved into Executive Session at 4:58pm for 15 minutes to discuss matters relating to RCW 42.30.11 subsections (f) and (i) to discuss personnel matters and possible litigation with legal counsel. In open session, Member Prince motioned to approve a letter to file and executive coaching for CEO Kinnison. It was approved with 10 ayes and 1 no (Member Baron).*****

G. Adjournment

Member Bracken motioned to adjourn the meeting, and Member Aviva seconded the motion. The motion passed unanimously.

Next Regular Meeting

November 20, 2025; 10:00 am – 12:00 pm PT

NOTICE: The Governing Board can be called in to Executive Session as needed, pursuant to RCW 42.30.110.



KCRHA
King County Regional Homelessness Authority

2026 Budget Update

Governing Board
October 27, 2025

Dr. Kelly Kinnison
Chief Executive Officer

Problem

- KCRHA has a budget shortfall of \$4.7 million for 2026 due to:
 - Reduced COVID-related funding and its higher administrative rate
 - Cost-reimbursement funding model and requirement that KCRHA pay interest on our negative cash balance
 - Historically low administrative rate (5.7 – 8.5%)
- KCRHA recognized this issue early in 2025 and took the following steps:
 - Hiring Freeze with few exceptions
 - Extremely limited travel and professional development approved
 - Reallocation of staff to cover essential operational needs
 - Significantly decreased use of consultants
 - Briefings for the Board, funders, Seattle City Council, and King County Council



Solution

- The Board and public asked KCRHA to make cuts that will not affect services and bring back our plan to the Board
- The only variable KCRHA can adjust in its budget is staff
- We have met with providers, Board members, council members, KCRHA leaders and staff to identify the operational *essentials* needed to maintain support for providers and regional coordination
- At the direction of the Board, HR Interrupted Consulting partnered with KCRHA on developing a strategy for identifying cuts to staffing and restructuring



Staffing Reduction Principles

- Prioritize elimination of vacant positions
- Leaning out our leadership structure
- Streamlining our structure to facilitate clear internal communication and coordination
- Focus on operational essentials



Two Step Process: Step 1 (Q4 2025)

- Reduce staffing for non-essential activities, such as administrative support
- Eliminate top-heavy structure that is not needed in current fiscal environment with less new funding and initiatives
- Utilize additional in-kind support offered by King County and the City of Seattle
- Maintain hiring freeze with few exceptions through Q2 of 2026



Summary of Step 1 Staffing Reductions

- This plan reduces KCRHA's administrative budget by \$3,051,838
 - Administrative rate of 7.4%
 - Savings of \$1,541,574 from 2025
- Reduces positions by 22% — from 106 to 84 FTE
 - 15 vacancies
 - 11 current employees



Benefits

- Minimum impact on services
- Establishes a clear, streamlined leadership structure
- Support for critical “need-to-hire” positions that affect operational continuity

Risks

- Heavier workload for remaining team could slow responsiveness
- Higher risk of burnout among remaining team
- Introduces potential cost volatility if in-kind services are limited



Two Step Process: Step 2 (Q1-2 2026)

- Exploring collaboration with King County's continuous improvement team to assess the contract management lifecycle
- Consider changes to the organization if indicated by current financial audits
- Continue to clarify the core data needed to effectively administer and coordinate the region's emergency homelessness response system and the skills and experience needed in staff to focus on that priority



Employee Considerations

- The process for reducing our footprint will balance business needs and risk to the agency with trauma-informed approaches
- We aim to demonstrate that we as an agency value each contributor and acknowledge the difficulty of the timing and impact of these decisions on employees' wellbeing
- An equity analysis was conducted to ensure there are not disparate impacts on affected employees and their managers





KCRHA
King County Regional Homelessness Authority

Thank You!

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KCRHA
King County Regional Homelessness Authority

Regional Landscape Services and Funding Analysis

October 27, 2025

Dr. Tim Thomas, Chief Research & Data Officer

Tiffany Brooks, Deputy Chief Financial Officer

Kiki Serantes, Planning Manager

Questions

- **Regional Funding Analysis:** Does King County have the right services in the right places to meet each subregion's needs?
- **Resource Distribution:** What would a unified regional approach look like that ensures subregional access to resources?
- **Local Service Delivery:** Are there people who become unhoused in participating cities who could be better served in their local communities?
- **Resource Sharing Roadmap:** Can KCRHA roadmap how other cities can provide land, funding, or other resources to improve regional outcomes?
- **Policy Coordination:** What are the region's shared goals for KCRHA's policy coordination among its 39 cities?



Question

- How can public funding be better organized to serve those in all the regions in King County in need of homeless services?



A Subregional Approach

- Build, maintain and convene partnerships with subregions, including DCHS, HSD, community partners, individuals with lived experience and providers
- Use data to develop and implement quality improvement actions plans and recommendations using the Five-Year plan as a framework
- Build pathways for stakeholders and partners to collaborate on a regional response – exploring ways to innovate our engagement strategy



Analysis Progress to Date

- **Creating the Mapping Layers:** Completed Geographic Information System (GIS) mapping tables, including legislative and other council districts as well as unincorporated areas
- **Verifying the Data:** Completed outreach to agencies to conduct audit of address locations and confirm building addresses
- **Linking Data Sets:** Completed funding and contracts data alignment with the Homeless Management Information System (HMIS) data sets for 4 years
- Completed first **Point-in-Time (PIT) comprehensive report in 2024 with subregional analysis**, improvements to 2026 survey for "last stably housed" question approved by PIT Committee



**This is the initial analysis of an ongoing project.*

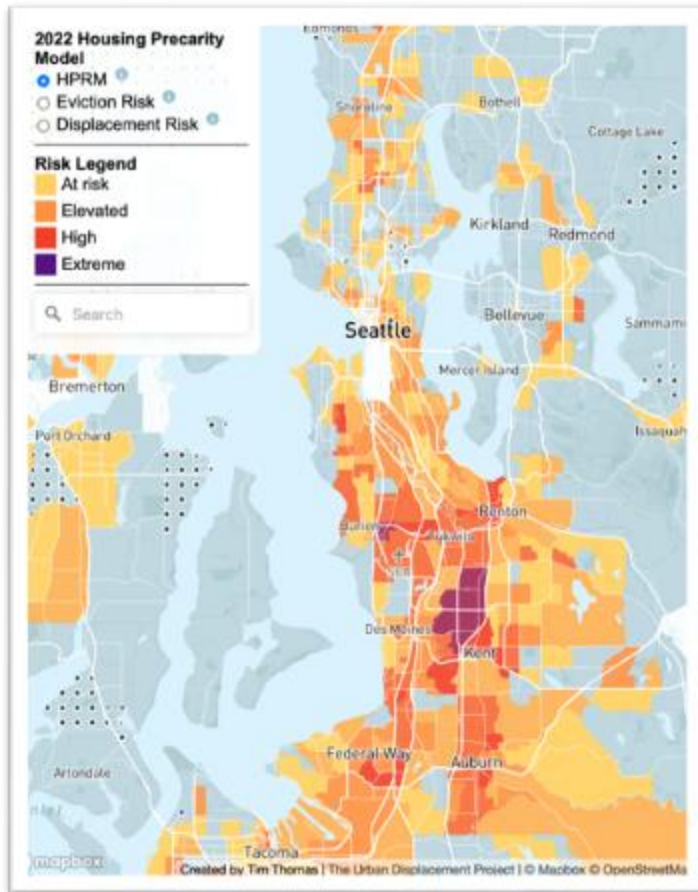


KCRHA
King County Regional Homelessness Authority

Analysis of Subregional Landscape

Population numbers, services and funding

Housing Precarity Risk in King County



- Berkeley's Housing Precarity Risk Model (HPRM) identifies where households are most at risk of **displacement** and **eviction**.
- Most of the region shows some risk with substantial levels between Downtown Seattle and South King County and North King County.
- South King is the destination of much of Seattle's displaced Black families and where more than half of the County's evictions occur.
- Studies show that 1 in 5 individuals that were unhoused were homeless because of an eviction.
- Seattle's housing market affects costs across the region. It also has infrastructure and other features conducive to serving the unhoused.



HPRM

*More information about the Housing Precarity Risk Model <https://urban-displacement.github.io/hprm2/>

Population, Income & Poverty Estimates

Subregion	Population Estimate	People per Square Mile	Household Income (M)	People in Poverty (%)
Seattle Metro	736,910	6,210	\$125,819	10.68%
South King County	651,783	3,534	\$92,292	10.29%
East King County	465,220	2,974	\$176,580	5.61%
North King County	152,204	3,685	\$126,848	6.16%
SE King County	128,846	900	\$126,143	5.40%
Snoqualmie Valley	92,686	63	\$154,534	4.17%
Total	2,227,649	3,254	\$126,496	7.05%

**Data from King County 2024 Point-in-Time Count*

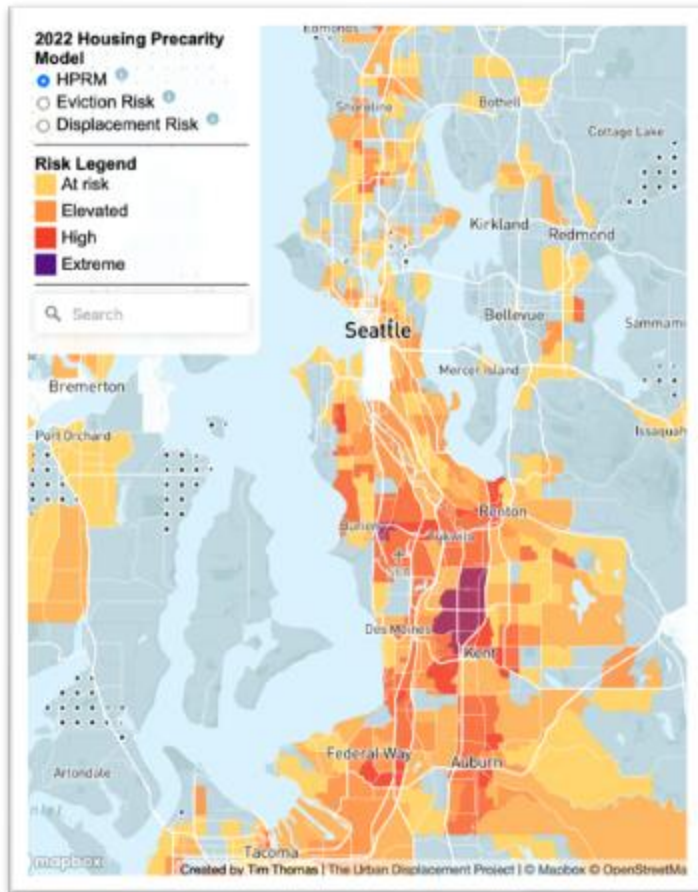
**Estimates by subregion are based on census tract approximations and may differ slightly from countywide estimates in sum*

**Total household income represents mediums incomes for each subregion*

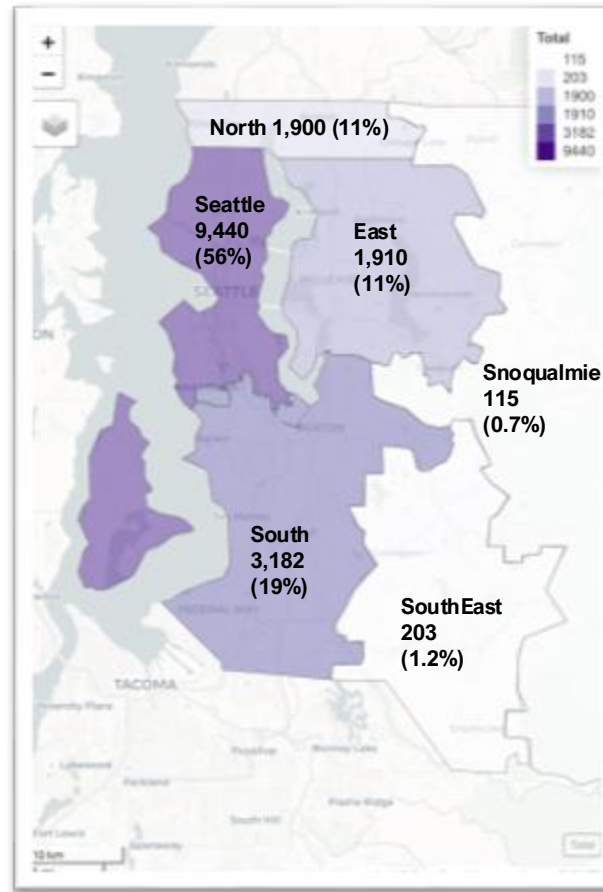
**Total people in poverty represents the mean of the average levels of (individual) poverty for each subregion*



Precarity & PIT Count



HPRM

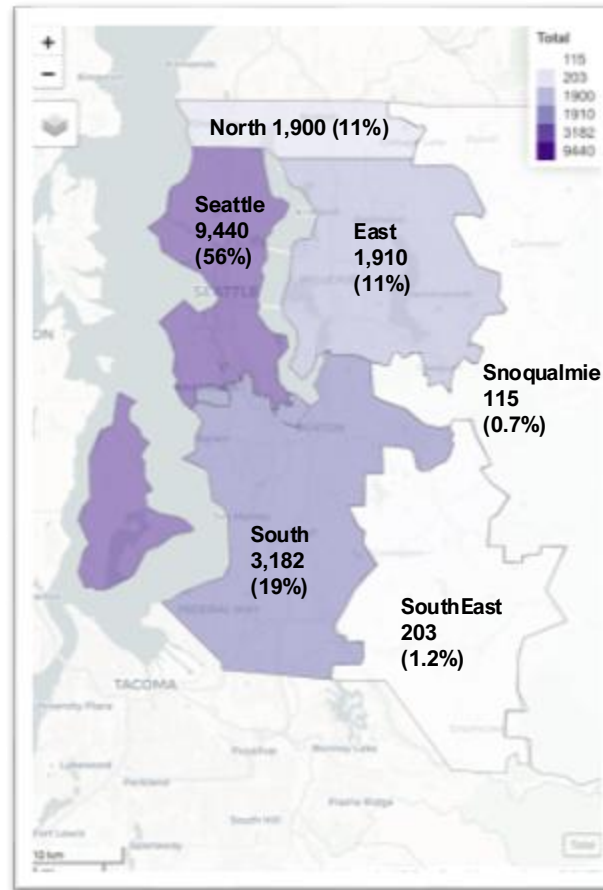


PIT Count 2024

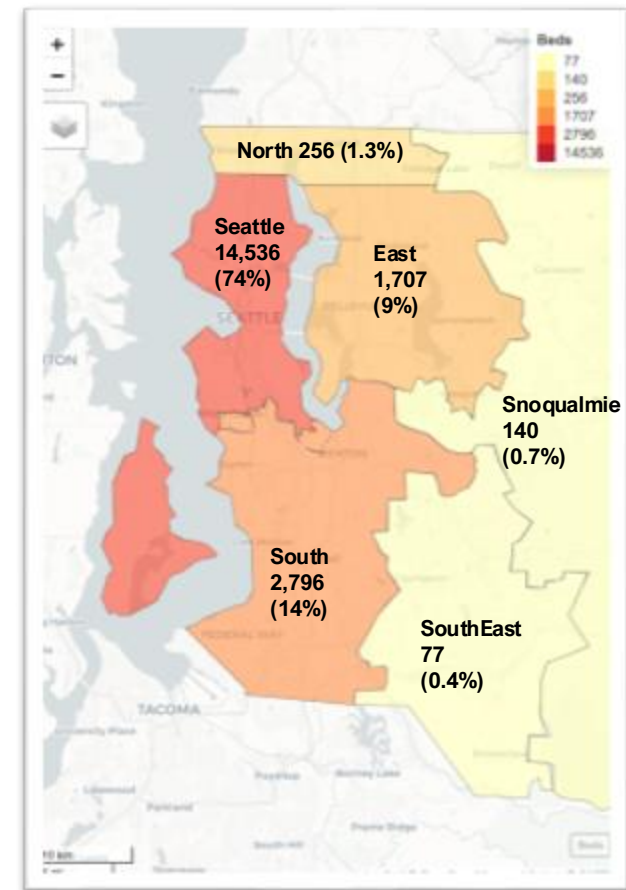
- The 2024 PIT Count is the number of people experiencing homelessness on any given night in King County
- The 2024 PIT count shows the highest number of sheltered and unsheltered households living in Seattle (56%) followed by South King County (19%) and North and East King County (11%).

PIT Count & Housing Inventory Count

- The Housing Inventory Count (HIC) is the annual count on all community housing and shelter programs serving homeless people.
- The percentage of unsheltered and sheltered individuals is similar to the HIC percentages in the subregions



PIT Count 2024



HIC Count 2025



* Note: The PIT count represents one point in time in 2024.

** Bed availability throughout the year will fluctuate slightly

PIT - Estimated People Experiencing Homelessness by Subregion

Subregion	Unsheltered	Sheltered	Unsheltered (%)	Sheltered (%)	Total	Total %
Seattle Metro	4,585	4,855	27%	29%	9,440	56%
South King County	2,059	1,123	12%	7%	3,182	19%
East King County	1,114	796	7%	5%	1,910	11%
North King County	1,730	170	10%	1%	1,900	11%
SE King County	155	48	0.9%	0.2%	203	1%
Snoqualmie Valley	49	66	0.3%	0.4%	115	0.7%
Total	9,692	7,058	58%	42%	16,750	100%



**Data from King County 2024 PIT Count*

**Estimates by subregion are based on census tract approximations and may differ slightly from countywide estimates in sum*

PIT - Estimated People Experiencing Homelessness per 10,000 People by Subregion

Subregion	Population	Unsheltered & Sheltered per 10,000 People	Unsheltered per 10,000 People	Sheltered per 10,000 People
Seattle Metro	736,910	128	62	66
South King County	651,783	49	32	17
East King County	465,220	41	24	17
North King County	152,204	125	114	11
SE King County	128,846	16	12	4
Snoqualmie Valley	92,686	12	5	7
Total	2,227,649	75	43	32

- Standardizing homelessness by regional population shows that Seattle and North King County have the highest rate of homelessness.
- Seattle and North King County's homelessness rate is ~2.5 times higher than South King County, ~3 times higher than East King County.



**Data from King County 2024 PIT Count*

**Estimates by subregion are based on census tract approximations and may differ slightly from countywide estimates in sum*

HIC - Estimates of Current Beds By Subregion

Subregion	Shelter Beds	Transitional Beds	RRH vouchers and Other Housing Vouchers	Permanent Supportive Housing Beds
Seattle Metro	4375	730	3077	6683
South King County	998	332	193	1273
East King County	698	274	435	300
North King County	93	62	45	56
SE King County	77	0	0	0
Snoqualmie Valley	30	31	79	0
Total	6271	1429	3829	8312

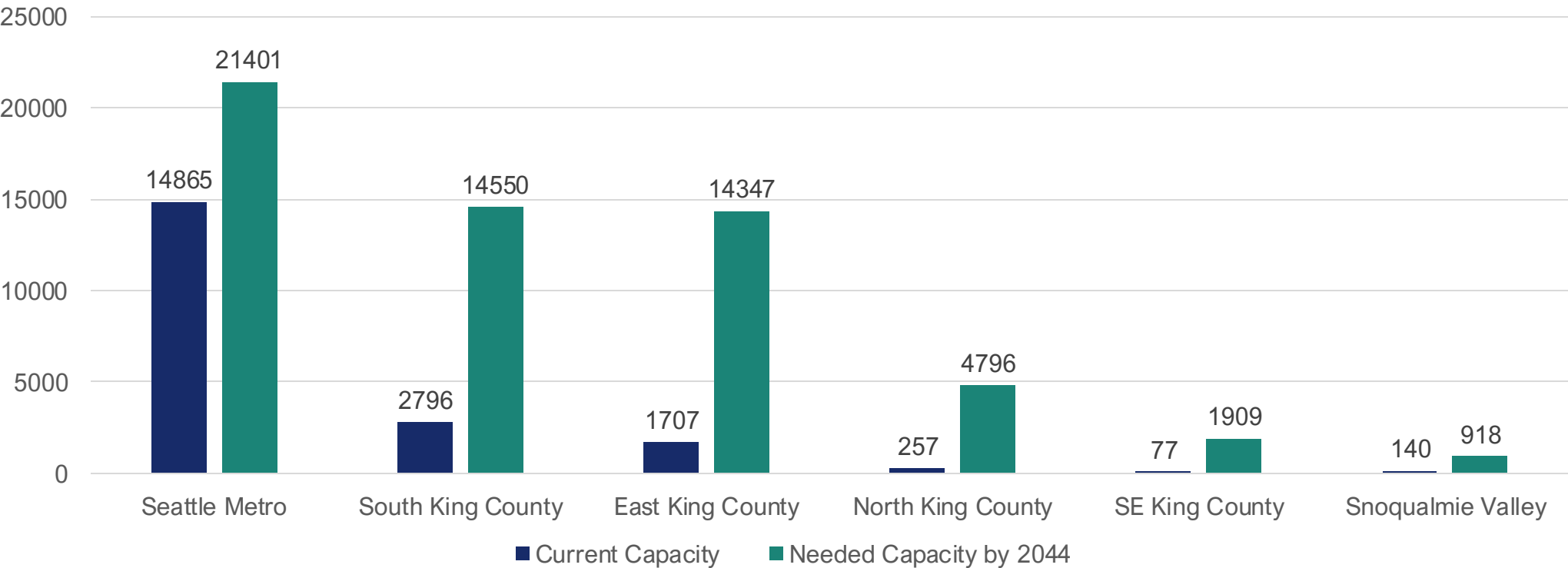


**Data Source: 2025 Housing Inventory Count*

**RRH Vouchers and Other Housing Beds is where the project is located, the location of where the voucher is being used is unknown*

Current Capacity and Needed Capacity

Current Capacity and Needed Capacity by 2044 Emergency Housing and Shelter



Data Source: 2025 Housing Inventory Count and from Amendments to 2021 King County Countywide Planning Policies: [link](#)

Estimate of Emergency Housing Needs

Subregion	Jurisdictional Net Emergency Housing Needs by 2044
Seattle Metro	21,401
South King County	14,550
East King County	14,347
North King County	4,796
SE King County	1,909
Snoqualmie Valley	918
Unincorporated KC	1,034
Countywide Net New Emergency Housing Needed 2019-2044	58,955



**Data from Amendments to 2021 King County Countywide Planning Policies: [link](#)*

Funding Administered by KCRHA

Funder	Cities it Represents	Amount to KCRHA	Amount spent Directly to Providers	Total Amount	Percentage of all funding
City of Seattle	Seattle	\$5,018,561	\$104,858,452	\$109,877,013	55%
King County*	All Cities and unincorporated areas	\$3,239,841	\$42,148,964	\$45,388,805	23%
North King County ILA	Bothell, Kenmore, Lake Forest Park, Shoreline, Woodinville	\$0	\$402,525	\$402,525	-
East King County ILA*	Bellevue, Redmond	\$0	\$45,000	\$45,000	-
Department of Commerce	Project based	\$3,330,311	\$17,655,403	\$20,985,714	11%
Department of Housing and Urban Development	Continuum of Care, YHDP	\$4,540,473	\$18,379,953	\$22,920,426	11%
Total		\$16,279,186	\$183,490,297	\$199,769,483	

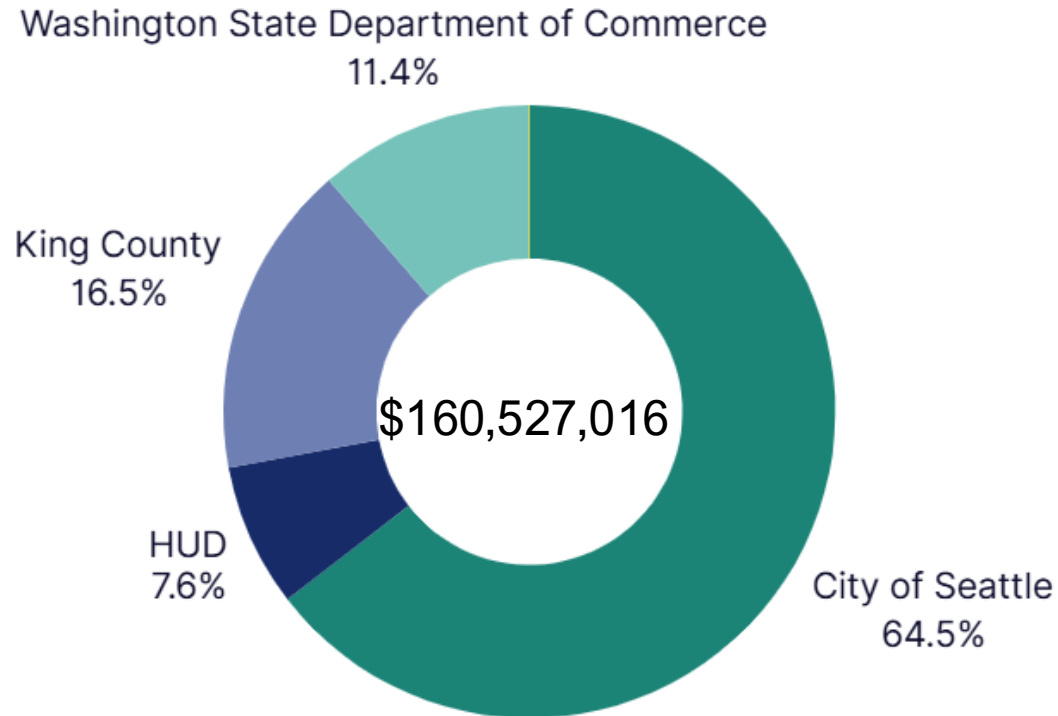


**Note chart only includes funding administered by KCRHA. Funding administered by other local jurisdictions will be included in future analysis*

**Note funding sources have restrictions on specific uses depending on the source*

**EKC ILA is not yet in affect and is set to operationalize by end of 2025*

KCRHA Funding Sources: Seattle Metro



Funding by Program

- Shelter Services: \$99.3M
- Rapid Re-Housing*: \$21.4M
- Permanent Supportive Housing: \$19M
- Day Centers: \$6M
- Transitional Housing: \$3.9M
- Other Programs: \$10.9M

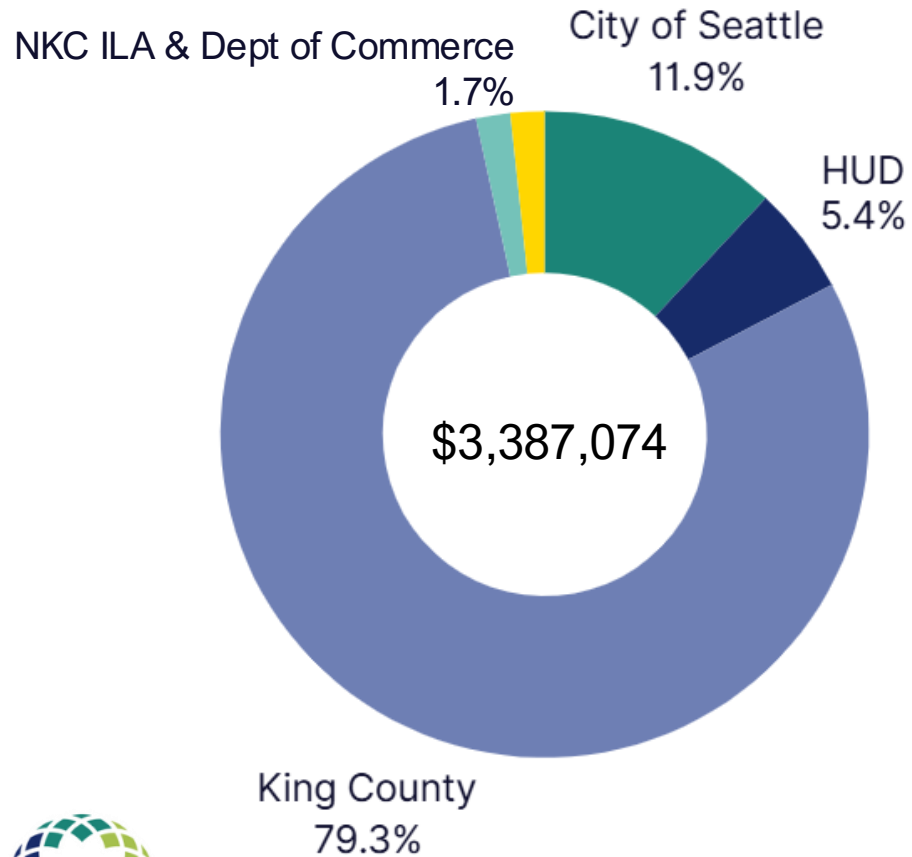


**RRH includes Joint Component Transitional Housing*

**RRH includes projects located in Seattle (which could provide vouchers for people outside of the city) and Seattle-based projects which could include scattered site projects*

**Other Programs includes: RAPs, Diversion, Outreach, Sale Lots, Severe Weather Services, and Youth Programs*

KCRHA Funding Sources: East King County



Funding by Program

- Shelter Services: \$2.5M
- Rapid Re-Housing: \$587K*
- Outreach: \$97K
- Severe Weather: \$82K
- Transitional Housing: \$34K

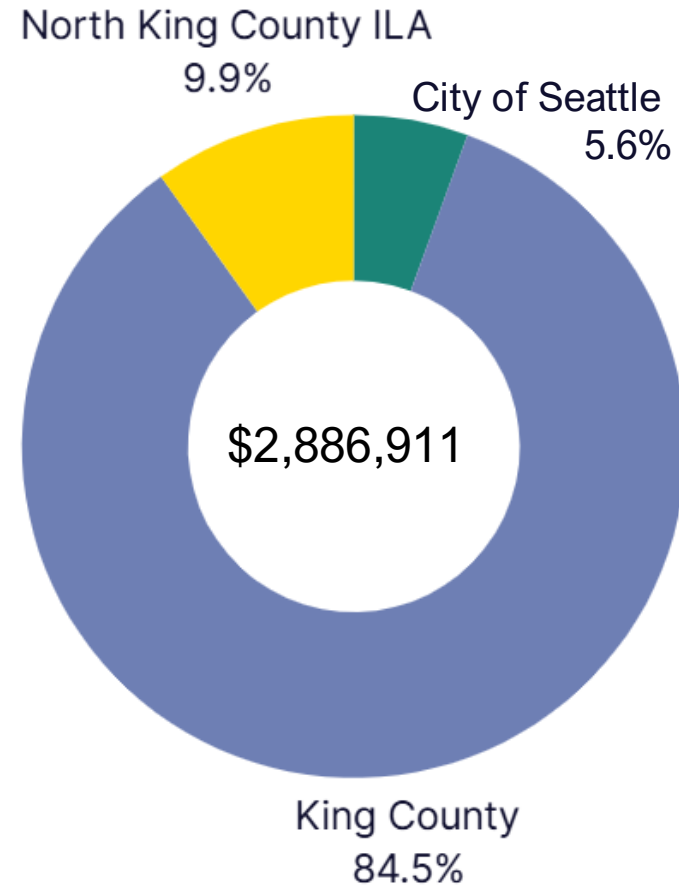


**RRH projects are located in East King County, clients can use RRH dollars to find housing anywhere in King County*

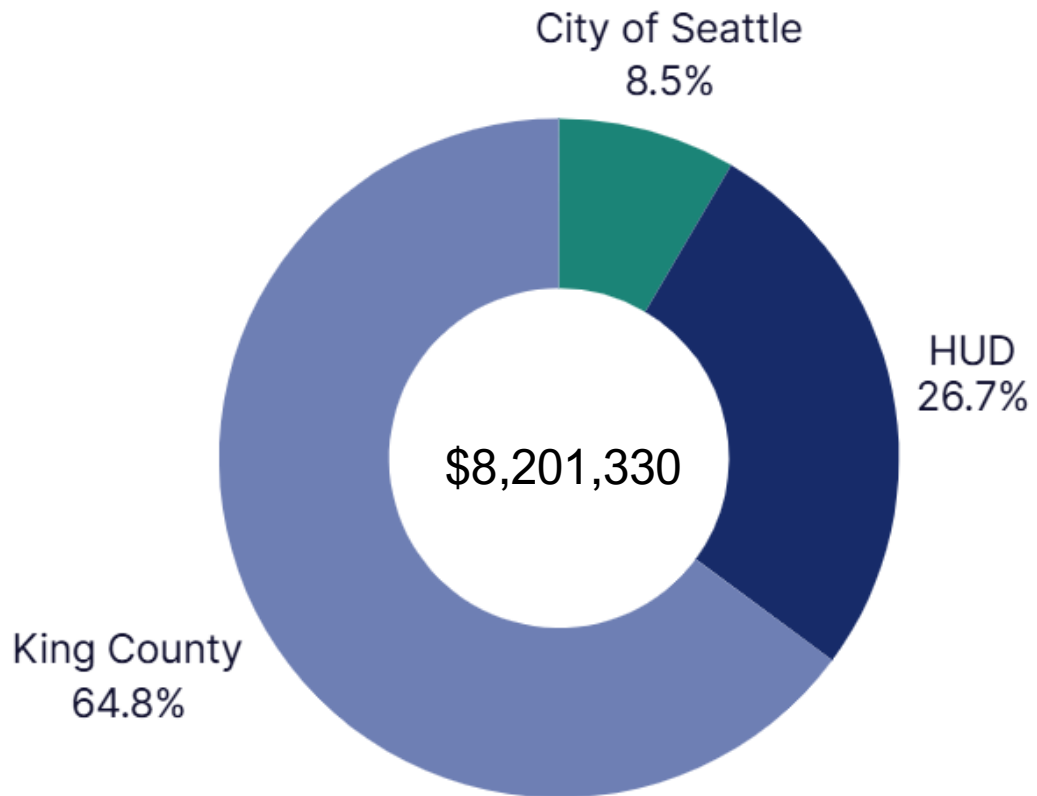
KCRHA Funding Sources: North King County

Funding by Program

- Shelter Services: \$2.6M
- Severe Weather: \$163K
- Outreach: \$116K
- Transitional Housing: \$48,252



KCRHA Funding Sources: South King County



Funding by Program

- Shelter Services: \$5.4M
- Rapid Re-Housing: \$1.2M*
- Permanent Supportive Housing: \$732K
- Regional Access Points (RAPs): \$384K
- Transitional Housing: \$313K
- Severe Weather: \$98K



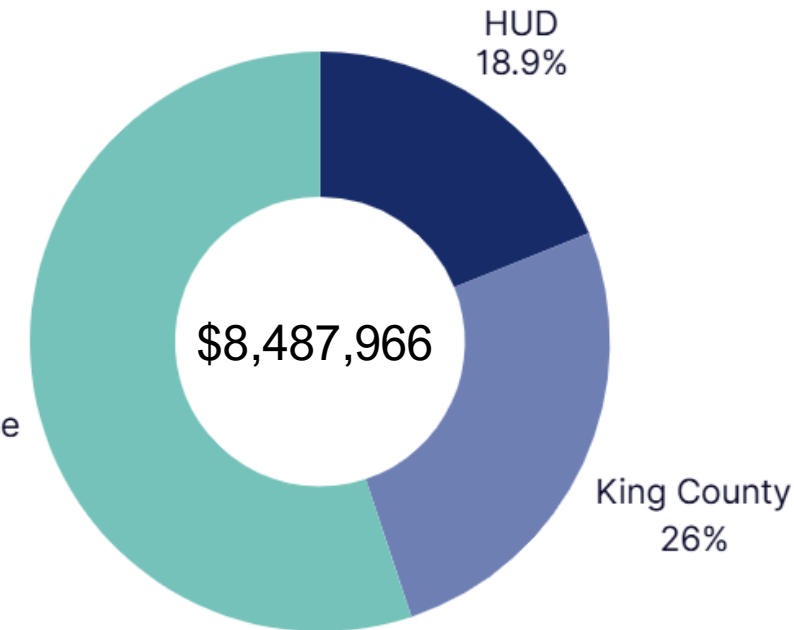
**RRH projects are located in South King County, clients can use RRH dollars to find housing anywhere in King County*

KCRHA Funding Sources: Countywide Services

Funding by Program⁽¹⁾

- Rapid Re-Housing⁽²⁾: \$3.1M
- Outreach: \$2.3M
- Permanent Supportive Housing (PSH): \$1.2M
- Regional Access Points (RAPs): \$1.2M
- Other Programs⁽³⁾: \$758K

Washington State Department of Commerce
55.1%



⁽¹⁾ Funding shown on this slide reflects programs that support countywide initiatives

⁽²⁾ RRH includes Joint Component Transitional Housing programs

⁽³⁾ Other Programs includes: Youth Programs, Transitional Housing, and Severe Weather Services



KCRHA
King County Regional Homelessness Authority

Limitations and Opportunities Analysis

Regional Challenges

- Seattle has a higher distribution of unhoused individuals and services while, according to the HPRM, other areas may have higher risk of housing precarity.
- 2 people for every 1 bed available across the region, with some parts of the region as high as 9 to 1
- Seattle's general fund and tax-base outpace other regions.
- Many balance-of-county areas lack infrastructure and staff to support more shelter beds and services.
- Availability of public land and lack of central inventory list.



Analysis Challenges when Comparing Subregions

- **Transportation Infrastructure and Accessibility**
 - Siting services in urban locations allows for clients to access multiple services in one area
- **Concentration of Specialized Programs and Staff Expertise**
 - Often more costly and serving fewer individuals, more targeted programs may not be able to expand to every area
- **Smaller, less dense shelters in rural locations may cost more than large shelters in urban areas**
 - Due to shared overhead and other items like consolidated staffing
- **Approaches and ideal strategies for addressing homelessness often vary, sometimes greatly, city-to-city**
 - Due to jurisdictional cultures, leadership, and disparities in available resources
- **Housing affordability, cost of living, area median income fluctuations**
 - Differences impact where folks may be able to find housing and/or make a living



Regional Opportunities

- Explore new methods for collaborating and engaging with sub-regional partners and experts
- Build off success in establishing severe weather interlocal agreements in North King County and East King County
- Increase opportunities to participate in local planning efforts and improving pathways for local participation in regional planning
- Better utilize regional data and analysis so that there is increased community ownership and action that is data-informed
- Build upon existing local infrastructure such as healthcare, transportation and other networks of support.





KCRHA
King County Regional Homelessness Authority

Strategic Recommendations and Next Steps

KCRHA's Five-Year Plan Regional Recommendations & Next Steps

- **Sub-Regional Planning Actions:** Working with local jurisdictions to increase temporary housing across regions
- **Geographic Resource Distribution:** Developing standards to ensure appropriate care across different geographic areas
- **Capacity-Building for By-For Organizations:** Supporting organizations that serve disproportionately impacted communities
- **Equitable Procurement Process:** Designed to drive more geographic and sub-population specific resource distribution
- **Sub-Regional Implementation Plans:** Deeper analysis with specific recommendations from plan for each sub-region





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Discussion



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September 5, 2025

Dr. Kelly Kinnison

Chief Executive Officer, King County Regional Homelessness Authority

Sent via E-mail

Re: KCRHA Regional Funding and Services Analysis Briefing Request

Dear CEO Kinnison:

By way of this letter, I am requesting KCRHA present a high-level Regional Funding and Services Analysis briefing at the October KCRHA Governing Board meeting. Your response will be critical to understand KCRHA's future resource expectations from all participating entities.

Seattle has continued to support KCRHA's regional purpose in addressing homelessness and has learned a great deal in terms of its successes and continued challenges. As we approach 2026, it will be critical to define what the practical application of regionalism means in terms of funding, resource sharing and policy alignment from regional participants. To that end, this request is made.

The Authority was formed because we recognize that homelessness is a regional challenge that requires a regional solution – one that unifies the way we fund, locate, and deliver services.

The Governing Board is responsible for setting the strategic policy direction for KCRHA. If we are committed to the direction of regionalism, we must consider unifying and coordinating the funding, policies, and programs of the 39 cities and King County into a single, efficient, successful system. To date, this has not been achieved.

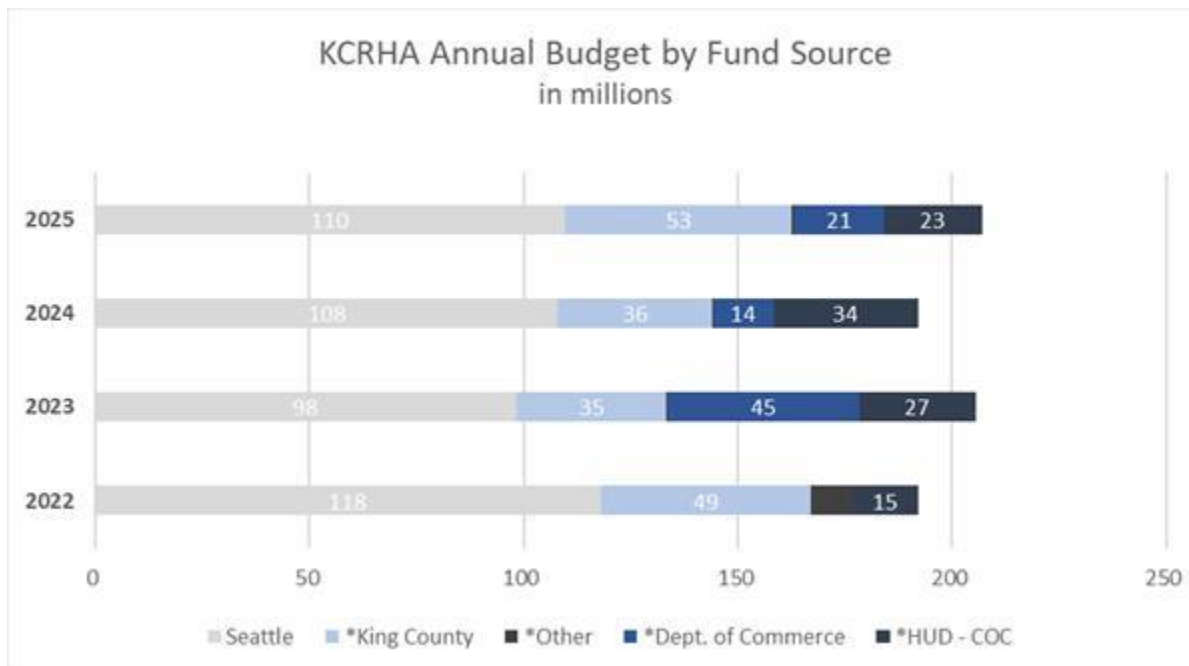
KCRHA's Five Year Plan states, "While there is a need for increased capacity regionwide, there are significant inconsistencies in service availability across the region, with some sub-regions operating few to no shelters, while others have many options."

Based on data provided by KCRHA and the 2024 Point-in-Time Count, Seattle has:

- 33% of the region's population
- 56% of the people experiencing homelessness
- 63% of the region's shelter capacity
- 85% of the region's tiny home shelters, including 7 tiny home villages currently hosted on City of Seattle owned property

Also based on available data from the 2024 Point-in-Time Count, it's likely that about 70% of unsheltered individuals residing in Seattle became unsheltered somewhere other than Seattle.

This disparity is further reflected in KCRHA's regional funding model. Seattle contributed **\$110 million** in 2025, 53% of KCRHA's total budget. King County contributed approximately \$53 million and other cities have contributed approximately \$403,000 dollars. As you can see from this graph below, these proportions generally track to prior KCRHA budgets, with Seattle's contribution consistently the most significant.



**Non City of Seattle data is based on previous KCRHA public presentations and may not be wholly accurate. Please have your Finance staff update with accurate financial information prior to the October Governing Board presentation.*

In short, the data may suggest that through the growth and implementation of KCRHA, a disproportionate reliance on Seattle’s resources has developed. Given that we all agree that homelessness is a regional problem, a more equitable funding approach could support a broader distribution of services across the county, leading to better outcomes for people experiencing homelessness.

To address root causes of homelessness, Seattle has taken major steps to increase production of housing affordable to low-income residents. In 2023, Seattle voters passed our sixth renewal of the Housing levy, at a historic level of just under a billion dollars. This will produce and preserve 3,500 affordable homes. Additionally, our proposed Comprehensive Plan update continues to chart a course where we can better meet our housing needs going forward, enabling the city to add at least 120,000 units over the next 20 years with capacity for much more. This significantly exceeds the amount of housing we are required to plan for under our GMA growth targets.

The Authority recommended the organization “analyze service needs by area to ensure equitable access to resources” in KCRHA’s 2024 Point-in-Time Count Summary. I believe it is appropriate to re-evaluate the model to ensure that Seattle’s investments are aligned with Seattle’s needs.

To address this recommendation, I am requesting KCRHA analyze its funding, program locations, and service capacity compared to service needs of each of its subregions. **Put simply, does King County have the right services in the right places to meet each subregion’s needs?** Based on this analysis, I would like KCRHA to provide recommendations on what a unified regional approach could be that best ensures subregional access to resources. Are there people who become unhoused in participating cities within the County who could be better served in their local communities? If so, can KCRHA roadmap how other cities can provide land, funding, or other resources to improve our region’s homelessness outcomes? If

such resource sharing is not feasible, is KCRHA better served as a body to drive policy coordination among its 39 cities?

Recognizing this analysis could take months to develop, the presentation at the October Governing Board meeting can be high-level and act as a starting point for the Governing Board to discuss data-driven best practices and reaffirm our commitment to a regional approach.

Because of the seriousness of our region's homelessness crisis, this analysis is critical to achieve ongoing success. When KCRHA's funding, program locations, and service capacity are disproportionately concentrated in one city, inevitably the region's system-wide performance outcomes suffer. We can only be successful if our whole community comes together around one shared vision and plan to dramatically reduce unsheltered homelessness.

In partnership,

A handwritten signature in black ink, reading "Bruce A. Harrell". The signature is written in a cursive, flowing style.

Bruce A. Harrell
Mayor of Seattle

Cc: KCRHA Governing Board members
Executive Shannon Braddock
Councilmember Claudia Balducci
Councilmember Jorge Barón
Councilmember Debora Juarez
Council President Sara Nelson
Mayor Nancy Backus
Mayor Angela Birney
Council President Ed Prince
Yvonne-Monique Aviva
Ellyse Bracken
Kent Hay



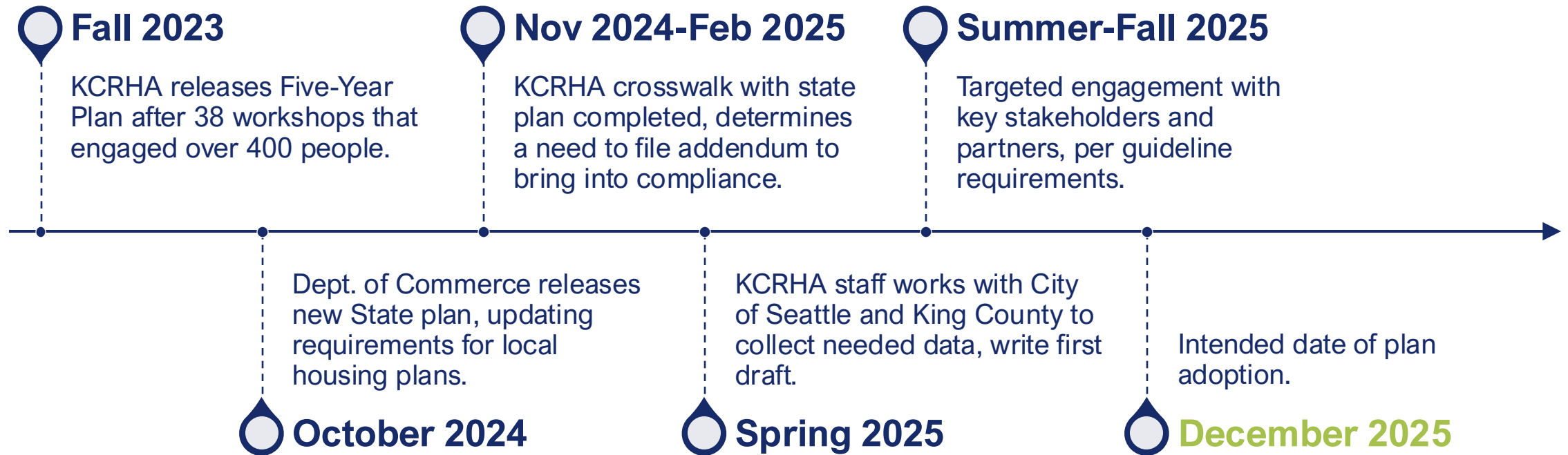
KCRHA
King County Regional Homelessness Authority

Five-Year Strategic Plan 2025 Addendum

Governing Board
October 27, 2025

Kiki Serantes, Planning Manager
Emily Grossman, Legislative Policy Analyst
Remy Golla, Legislation Coordinator

Purpose and Framing



State Requirements for Plan Compliance

- Extend planning period
- Align strategies with state plan objectives
- Provide estimate of service levels
- Provide survey of fund sources for homeless housing assistance programs and capital projects
- Estimate permanent and emergency housing needs
- Outline prioritization criteria of homeless housing capital projects



Engagement Strategy

- Targeted Engagement:
 - KCRHA engagement – ongoing, starting in spring
 - City of Seattle and King County engagement via Core Team – ongoing, starting in Spring
 - City Partners Feedback Sessions and engagement (North, East, South) - summer-fall
 - Provider & Partner Feedback Session and Focus Group – September 26, 2025
 - Lived Experience Feedback Session and Focus Group – October 2, 2025
- Continuum of Care Board – July 2025
- Youth Advisory Board – October 2025
- Survey for Public Comment and Feedback – circulating through Oct. 31



Objectives and Milestones

Overview of State Objectives and Local Milestones Related



State Objectives

1	Promote an equitable, accountable and transparent homeless crisis response system
2	Strengthen the homeless provider workforce
3	Prioritize those with the greatest barriers to housing stability and greatest risk of harm
4	Prevent episodes of homelessness whenever possible
5	Seek to house everyone in a stable setting that meets their needs



Additional Regional Priority

- Building & Reinforcing Regionalism: Strengthen service delivery and coordination across subregions



Tracking Progress

Beyond tracking these objectives and corresponding milestones, we'll also continue tracking the metrics below:

Metrics	Desired Direction
Number of households exiting the homelessness response system to permanent housing	Increase
Number of households returning to homelessness after 6, 12, and 24 months from a permanent housing exit	Decrease
Number of temporary and permanent housing units in the system	Increase
Throughput of temporary and permanent housing units in the system	Increase
Utilization of temporary and permanent housing units in the system	Increase





KCRHA
King County Regional Homelessness Authority

Questions?

Draft Addendum to the Five-Year Plan



KCRHA
King County Regional Homelessness Authority

Thank you

Kiki Serantes, Planning Manager

Planning@kcrha.org

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@KCRHA





Appendix

1. Promoting an equitable, accountable & transparent homeless crisis response system

Continue building more equitable procurement, contracting and compliance processes to increase access to receiving services for subpopulations

Expanding opportunities for services that meet the specific needs of populations disproportionately impacted by homelessness will **lead to more equitable access to services and units.**

Use data to better understand best practices for serving disproportionately impacted communities

Changes to evaluation methods and utilization of data to help understand what makes services successful **will increase transparency of the system as a foundation for increasing service quality for sub-populations.**

Increase system accountability to individuals with lived experience

Increasing participation and engagement of individuals with lived experience in the homelessness system **will improve services, increasing throughput of units in the long term.**

Improve KCRHA Ombuds Office access and feedback integration.

Increased knowledge of and engagement with the Ombuds Office will allow for improvements to the system that can **increase trust in the homeless service response system and quality of services, leading to increased utilization of units.**



2. Strengthen the Homeless Service Provider Workforce

Identify pathways for improving wages for homeless service providers.

Living wages will support stabilization and retention of the frontline workforce, **decreasing turnover of staff**. This will help clients build and maintain meaningful relationships with providers.

Strengthen technical assistance, training, and professional development support.

Enhancing tailored support and technical assistance available to providers will help **retain staff and align standards for providing services to clients, decreasing turnover**.



3. Prevent Episodes of Homelessness Wherever Possible

Improving diversion programming to support more prevention cases.

Greater access to diversion will **increase successful exits** by diverting more individuals out of the homeless response system into housing.

Increasing connection and collaboration with other systems and institutions to streamline prevention efforts.

Improving coordination, partnerships and data connections with parallel service systems provides more diversion services, **leading to a decrease of inflow into the system.**



4. Prioritize Assistance Based on the Greatest Barriers to Housing Stability and the Greatest Risk of Harm

Implement global by-name list that captures each population type.

Capturing the data that is more meaningful to client experience will allow for better insight into what is and is not working well in our system. This provides a more accurate diagnostic tool for program and policy changes that will **increase efficacy of the homeless response system which can be measured as number of exits to permanent housing.**

Implement improvements to update and refresh the Coordinated Entry system.

Improving efficiency and accountability in the coordinated entry system with the intent to better meet the needs of sub-populations **will lead to more equitable utilization of units, increasing throughput in the system.**



5. Seek to House Everyone in a Stable Setting that Meets Their Needs

Increase and enhance programming for subpopulations experiencing homelessness, especially those communities disproportionately impacted by homelessness in King County.

Intentional collaboration and partnership to expand opportunities for funding services will **increase the number of units available in the system and increase housing placements**, especially for populations disproportionately impacted by homelessness.

Improve housing coordination for target sub-populations by strengthening collaboration and referral processes with other intersecting systems.

Partnering with sub-population experts to improve referral processes and pathways for sub-populations will **increase diversion opportunities leading to increased housing placements for sub-populations and streamline entries into units.**



6. Strengthen Subregional Collaboration and Coordination to Ensure Regional Access and Alignment

Expand and standardize severe weather coordination across subregions.

Enhancing and aligning severe weather services will bring more people inside in severe weather conditions and **increase unit availability across the region.**

Partner with subregional stakeholders to continue building regional alignment and access.

Aligning and enhancing the homelessness response system sub-regionally will **increase access to services and set a foundation for increasing units across the region.**



RESOLUTION NO. 2025-10

A RESOLUTION OF THE GOVERNING BOARD OF THE KING COUNTY REGIONAL
HOMELESSNESS AUTHORITY TO ADVANCE REGIONAL TEMPORARY SHELTER
SITING POLICY BEST PRACTICES

SPONSOR: Bruce A. Harrell

WHEREAS, in December 2019, the City of Seattle and King County entered into an Interlocal Agreement establishing the King County Regional Homelessness Authority (“KCRHA” or “Authority”), representing a major shift in the way the region approaches strategic planning, program development, and funding for homeless services in the Seattle-King County region; and

WHEREAS, the KCRHA Implementation Board and Governing Committee unanimously approved the King County Regional Homelessness Authority Five-Year Plan (2023-2028) via Resolution 2023-07 and Resolution 2023-09; and

WHEREAS, the Five-Year Plan is intended to be a roadmap to unify and coordinate the homeless response system to ensure that services are available across King County and that the system is more transparent, accountable, and effective; and

WHEREAS, the Five-Year Plan states, “While there is a need for increased capacity regionwide, there are significant inconsistencies in service availability across the region, with some sub-regions operating few to no shelters, while others have many options”; and

WHEREAS, regional approaches allow localities to work together to address the nationwide homelessness crisis, which does not respect jurisdictional boundaries and impacts cities, suburbs, and rural towns in every state; and

WHEREAS, at the 2025 KCRHA Governing Retreat, it was recommended that KCRHA, in its efforts to pursue regionalism with urgency in 2025, convene representatives from different King County cities to discuss data-driven best practices and reaffirm their commitment to a regional approach; and

WHEREAS, KCRHA has launched an ongoing Request for Information (RFI) to build a Land Bank of potential sites for temporary shelter for people experiencing homelessness so that the Authority is able to move more efficiently to open new shelter and keep existing programs up and running; and

WHEREAS, continuous improvement involving review of successes and challenges and improving core agency operations is essential to building and sustaining a successful regional approach to homelessness;

NOW, THEREFORE, BE IT RESOLVED BY THE GOVERNING BOARD OF THE KING COUNTY REGIONAL HOMELESSNESS AUTHORITY:

Section 1: The Governing Board hereby calls upon the King County Regional Homelessness Authority to collaborate with each jurisdiction with KCRHA Governing Board membership by December 31, 2025 to develop an inventory of all appropriate, municipally owned property that could host temporary shelters and encampments as part of their ongoing effort to build a Land Bank of potential sites for temporary shelter.

Section 2: The Governing Board hereby calls upon the King County Regional Homelessness Authority to implement an annual review process of municipally owned properties to revise the inventory of sites referenced in Section 1 by December 31st of each year in collaboration with each jurisdiction with KCRHA Governing Board membership.

Section 3: The Governing Board hereby calls upon the King County Regional Homelessness Authority to adopt model temporary shelter and encampment legislation to support the predictable and cost-effective siting of outdoor encampments, indoor overnight shelter, temporary small house and vehicle resident safe parking throughout all King County municipalities.

Section 4: Following adoption of this model legislation, the Governing Board hereby calls upon the King County Regional Homelessness Authority to provide technical assistance and support to the KCRHA Governing Board members and elected officials of the 39 municipalities in King County with introducing ordinances in their respective jurisdiction based on this model legislation to the siting of temporary shelter.

Section 5: This resolution shall take effect immediately upon passage.

Attachments:

Attachment 1 - Transitional encampments located on property owned or controlled by a religious organization

Attachment 2 - Transitional encampment as an interim use

1. Transitional encampments located on property owned or controlled by a religious organization

- A. Transitional encampment use on property owned or controlled by a religious organization. A transitional encampment is allowed on a site in any zone, if the property is owned or controlled by a religious organization, subject to the provisions of subsection 1.B. If the site includes property developed with legally-established parking that is accessory to a religious facility or other use established on the property, then any parking displaced by the encampment does not need to be replaced.
- B. The encampment operator or applicant shall comply with the following provisions:
 - 1. Allow no more than 100 persons to occupy the encampment site as residents of the encampment.
 - 2. Comply with municipality's fire safety and health standards:
 - a. Properly space, hang, and maintain fire extinguishers within the encampment as required by a fire department;
 - b. Provide and maintain a 100-person first-aid kit;
 - c. Establish and maintain free of all obstructions access aisles as required by a fire department;
 - d. Install appropriate power protection devices at any location where power is provided;
 - e. Designate a smoking area;
 - f. Keep the site free of litter and garbage;
 - g. Observe all health-related requirements made by the local health department; and
 - h. Post and distribute to encampment residents, copies of health or safety information provided by the municipality or any other public agency.
 - i. Prohibit any open flames except an outdoor heat source approved by a fire department.
 - 3. Provide toilets, running water, and garbage collection according to the following standards:
 - a. Provide and maintain chemical toilets as recommended by the portable toilet service provider or provide access to toilets in an indoor location;
 - b. Provide running water in an indoor location or alternatively, continuously maintain outdoor running water and discharge the water to a location approved by the municipality; and
 - c. Remove garbage frequently enough to prevent overflow.
 - 4. Cooking facilities, if they are provided, may be located in either an indoor location or outdoors according to the following standards:
 - a. Provide a sink with running water in an indoor location or alternatively, continuously maintain outdoor running water and discharge the water to a location approved by the municipality;
 - b. Provide a nonabsorbent and easily-cleanable food preparation counter;
 - c. Provide a means to keep perishable food cold; and
 - d. Provide all products necessary to maintain the cooking facilities in a clean condition.

5. Allow officials of the local health department, the fire department, and other relevant municipal departments to inspect areas of the encampment that are located outdoors and plainly visible without prior notice to determine compliance with these standards.
 6. Individuals under the age of 18 years that are not accompanied by a parent or legal guardian shall not be permitted in an encampment.
 7. File a site plan with the municipality showing the arrangement of the encampment, including numbers of tents or similar sleeping shelters, all facilities that are separate from the sleeping shelters, and all existing structures on the property, if any. The site plan is for informational purposes and is not subject to municipal review or permitting requirements.
- C. A site inspection of the encampment by a municipal inspector is required prior to commencing encampment operations.
- D. Parking is not required for a transitional encampment allowed under this Section 1.

2 Transitional encampment as an interim use

Permits may be issued for a transitional encampment interim use according to the requirements of this Section 2.

- A. Municipalities shall adopt a rule that includes but is not limited to establishing:
 - 1. Community outreach requirements that include:
 - a. Community outreach standards that the encampment operator shall comply with before filing a transitional encampment interim use permit application, whether for a new transitional encampment or relocation of an existing transitional encampment. At a minimum, outreach standards shall contain a requirement that the encampment operator convene at least one public meeting in the neighborhood where the transitional encampment interim use is proposed to be established, at least 14 days prior to applying for a permit;
 - b. A requirement that the proposed encampment operator establish a Community Advisory Committee that would provide advisory input on proposed encampment operations including identifying methods for handling community complaints or concerns as it relates to the facility or facility clients. The committee shall include one individual identified by each stakeholder group in the geographic area where the proposed encampment would be located as best suited to represent their interests. The committee shall consist of no fewer than five and no more than ten members. Encampment operator representatives shall attend committee meetings to answer questions and shall provide regular reports to the committee concerning encampment operations. Municipal staff may attend the meetings; and
 - 2. Operations standards that the encampment operator is required to implement while an encampment is operating.
- B. Location. The transitional encampment interim use may be located on property within any zone subject to the following requirements:
 - 1. Screening shall be installed and maintained along each encampment boundary, including boundaries fronting on an opened public street. The screening shall consist of existing or installed vegetation that is sufficiently dense to obscure viewing the encampment site, or a 6-foot high view-obscuring fence or wall.
 - 2. Except for encampments established prior to this ordinance's enactment date, all encampment facilities, improvements, activities, and uses shall be set back from abutting lot lines, as follows:
 - a. 10 feet from any side or rear lot line that abuts a lot in a neighborhood residential zone; and
 - b. 5 feet from any side or rear lot line that abuts a lot in any zone other than neighborhood residential; except that no setback is required when an abutting lot, which is not in a neighborhood residential zone, does not have an established use.
 - 3. The property is owned or controlled by a private party, an Educational Major Institution, the municipality, or another public entity.
 - 4. The property is 5,000 square feet or larger and provides a minimum of 100 square feet of land area for each occupant that is permitted to occupy the encampment site.
 - 5. The property does not contain a wetland, wetland buffer, known and potential landslide designations, steep slope, steep slope buffer, or fish and wildlife habitat conservation area

unless all encampment facilities, improvements, activities, and uses are located outside any critical area and required buffer.

6. The encampment site is not used by an existing legally-permitted use for code or permit-required purposes including but not limited to parking or setbacks.
 7. The property is not an unopened public right-of-way; or designated as a park, playground, viewpoint, or multi-use trail by the municipality.
 8. The property is, as measured by a straight line, at least 1 mile from any other legally-established transitional encampment interim use including encampments accessory to a religious facility or accessory to other principal uses on property owned or controlled by a religious organization. This subsection shall not apply:
 - a. To encampments on sites owned or controlled by religious organizations, or
 - b. To any legally-established transitional encampment interim use that provides shelter for fewer than ten persons.
- C. Operation. The transitional encampment interim use shall meet the following requirements:
1. The encampment may be operated by a private party that shall prepare an Encampment Operations Plan that shall address: site management, site maintenance, provision of human and social services, referrals to service providers that are able to provide services to individuals under the age of 18 who arrive at an encampment unaccompanied by a parent or legal guardian, and public health and safety standards. The operations plan shall be filed with the transitional encampment interim use permit application.
 2. Each encampment shall allow no more than 100 persons to occupy the encampment site as residents of the encampment.
- D. Additional requirements. The transitional encampment interim use shall meet the following requirements:
1. The requirements for transitional encampment accessory uses in subsections 1.B and 1.C.
 2. The operator of a transitional encampment interim use who receives funding from the municipality shall provide case management and security as established in a management plan approved by the municipality.
 3. The operator of a transitional encampment interim use who receives funding from the municipality or the King County Regional Homelessness Authority shall comply with performance standards in the contract or contracts administered by those agencies for the encampment.
 4. The operator of a transitional encampment interim use located on municipally-owned or -controlled property shall obtain prior to permit issuance and maintain in full force and effect, at its own expense, liability insurance naming the municipality as an additional insured in an amount sufficient to protect the municipality from:
 - a. All potential claims and risks of loss from perils in connection with any activity that may arise from or be related to the operator's activity upon or the use or occupation of the municipally-owned or -controlled property allowed by the permit; and
 - b. All potential claims and risks in connection with activities performed by the operator by virtue of the permission granted by the permit.
 5. The operator of a transitional encampment interim use located on municipally-owned or -controlled property shall, on a form approved by the municipality, agree to defend,

indemnify, and hold harmless the municipality, its officials, officers, employees, and agents from and against:

- a. Any liability, claims, actions, suits, loss, costs, expense judgments, attorneys' fees, or damages of every kind and description resulting directly or indirectly from any act or omission of the operator of a transitional encampment interim use located on City-owned or -controlled property, its subcontractors, anyone directly or indirectly employed by them, and anyone for whose acts or omissions they may be liable, arising out of the operator's use or occupancy of the municipally-owned or -controlled property; and
 - b. All loss by the failure of the operator of a transitional encampment interim use located on municipally-owned or -controlled property to perform all requirements or obligations under the transitional encampment interim use permit, or federal, state, or municipal codes or rules.
6. A transitional encampment interim use located on municipally-owned or -controlled property shall allow service providers to access the site according to the approved operations plan required by subsection 2.C.1.
- E. Permit term and renewal. A permit for a transitional encampment interim use under this Section 2 may be authorized for up to one year from the date of permit issuance. A permit for a transitional encampment may be renewed for additional one-year terms subject to the following:
1. The operator shall provide notice of a request to extend the use in a manner determined by the municipality. The notice shall be given to the Citizen's Advisory Committee and persons who provided the operator with an address for notice;
 2. The encampment is in compliance with the requirements of Section 2; and
 3. The operator shall provide with the permit renewal application an Encampment Operations Plan that shall be in effect during the permit renewal period and consistent with subsection 2.A.
- F. Existing encampments
1. Existing encampments established by and operating under temporary use permits. Encampments presently operating under temporary use permits issued before the date of this ordinance's adoption may apply for an interim use permit pursuant to this Section 2, subject to the limits established by subsection 2.F.1. The term for operating any encampments obtaining interim use permits in lieu of temporary use permits shall begin on the date the interim use permit is issued regardless of how long the encampment has been established by a prior temporary use permit.

[Results]

Yea:

Nay:

Abstain:

x _____
Member Harrell, Chair

ATTEST: x _____
Affiong Ibok, Clerk

RESOLUTION NO. 2025-12

A RESOLUTION OF THE GOVERNING BOARD OF THE KING
COUNTY REGIONAL HOMELESSNESS AUTHORITY
AUTHORIZING THE AMMENDMENT TO THE FIVE-
YEAR PLAN

WHEREAS, pursuant to the Interlocal Agreement for the Establishment of the King County Regional Homelessness Authority dated December 18, 2019 (the “Original ILA”) between King County (the “County”) and the City of Seattle (“Seattle”), the County and Seattle formed a governmental administrative agency pursuant to RCW 39.34.030(3) known as the King County Regional Homelessness Authority (the “Authority” or “KCRHA”); and

WHEREAS, the County and City established an amended and restated Interlocal Agreement (“Agreement”) on November 7, 2024; and

WHEREAS, under Article VIII, Section 1(b), all prior actions of the Governing Committee and Implementation Board, including the Five-Year Plan, shall remain valid and in force until those actions expire by their nature or are superseded or repealed by the Governing Board; and

WHEREAS, the Governing Committee established by the Original ILA approved the Five-Year Plan (“the Plan”) on June 1, 2023 through Resolution 2023-09.

WHEREAS, the Plan is guided by one goal to bring unsheltered people inside in a way that meets their needs for safety, stability, and healing, as quickly as possible to prevent death and further harm;

WHEREAS, in October 2024 the Washington State Department of Commerce released requirements for a five-year local homeless housing plan; and

WHEREAS, the Authority may meet the local homeless housing plan requirement by developing an addendum to the Plan.

WHEREAS, the Addendum to the Plan was prepared by KCRHA staff in consultation with local stakeholders;

NOW THEREFORE BE IT RESOLVED BY THE GOVERNING BOARD OF THE KING
COUNTY REGIONAL HOMELESSNESS AUTHORITY:

Section 1: The Governing Board hereby adopts the Give-Year Plan addendum entitled “Strategic Five-Year Plan Addendum” as set forth in Attachment A.

Section 2: This resolution shall take effect immediately upon passage. Passed by a two-thirds majority of the Governing Board pursuant to the terms of the Interlocal Agreement at a normal meeting held the 27th day of October 2025.

[Results]

Yea:

Nay:

Abstain:

x

Member Bruce Harrell, Chair

ATTEST: x

Affiong Ibok, Clerk