

BYLAWS

OF

SOUTH KING HOUSING AND HOMELESSNESS PARTNERS FOUNDATION

Adopted [__, 2021]

DRAFT

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**BYLAWS
OF
SOUTH KING HOUSING AND HOMELESSNESS PARTNERS FOUNDATION**

I. MEMBERSHIP

The corporation has no members.

II. BOARD OF DIRECTORS

2.1 General Powers.

The affairs of the corporation shall be managed by the board of directors (the “Board”).

2.2 Number and Term.

The Board shall consist of no less than three (3) and no more than seven (7) directors. The number of directors may be changed from time to time by amendment to these Bylaws, provided that no decrease in the number shall have the effect of shortening the term of any incumbent director. The term of office of a director shall be two (2) years. Board members may serve three consecutive terms with Board approval. There are no term limits for directors. Unless a director dies, resigns, or is removed, they shall hold office until the next annual meeting of the Board or until their successor is elected, whichever is later.

2.3 Qualifications.

The Board shall include up to three (3) directors who are then current members of the Executive Board of or are staff members for the South King Housing and Homelessness Partners (“SKHHP”). All remaining directors shall be representatives of community-based or nonprofit organizations related to affordable housing development, the provisions of homelessness services, or housing-related advocacy in South King County.

2.4 Election of Directors.

2.4.1 Initial Directors.

The initial directors named in the Articles of Incorporation (“Articles”) shall serve until the first annual meeting of the Board.

2.4.2 Successor Directors.

Successor directors shall be elected each year at the annual meeting of the Board by the affirmative vote of a majority of the directors then in office.

2.5 Resignation.

Any director may resign at any time by delivering written notice to the President or the Secretary of the corporation, or by giving oral or written notice at any meeting of the directors.

2.6 Removal.

One or more directors may be removed from office, with or without cause, by the affirmative vote of a majority of the directors.

2.7 Vacancies.

A vacancy in the position of director may be filled by the affirmative vote of a majority of the remaining directors. A director who fills a vacancy shall serve for the unexpired term of their predecessor in office.

2.8 Board Committees.

2.8.1 Standing or Temporary Committees.

The Board by resolution may designate and appoint one or more standing or temporary committees. Each committee shall have and exercise the authority of the Board in the management of the corporation, subject to any limitations as may be prescribed by the Board and by applicable law. No committee shall have the authority to: (a) amend, alter, or repeal these bylaws; (b) elect, appoint, or

remove any member of any committee or any director or officer of the corporation; (c) amend the Articles; (d) adopt a plan of merger or consolidation with another corporation; (e) authorize the voluntary dissolution of the corporation; (f) adopt a plan for the distribution of the assets of the corporation not in the ordinary course of business; or (g) amend, alter, or repeal any resolution of the Board which by its terms provides that it shall not be amended, altered, or repealed by a committee. The designation and appointment of any committee and the delegation of authority to it shall not operate to relieve the Board or any individual director of any responsibility imposed upon it or them by law.

2.8.2 Quorum; Manner of Acting.

A majority of the number of directors composing any committee shall constitute a quorum. The act of a majority of the members of a committee present at a meeting at which a quorum is present shall be the act of the committee.

2.8.3 Resignation of Committee Member.

Any member of any committee may resign at any time by delivering written notice to the President, the Secretary, or the chairman of the committee, or by giving oral or written notice at any meeting of the committee.

2.8.4 Removal of Committee Member.

The Board by resolution may remove any member of any committee.

III. MEETINGS OF BOARD OF DIRECTORS

3.1 Annual Meetings.

The annual meeting of the Board shall be held during the month of May at a date, time, and location chosen by the President or a majority of the Board for the purposes of electing directors and transacting such business as may properly come before the meeting.

3.2 Regular Meetings.

Regular meetings of the Board shall be held at least quarterly at a date, time, and location determined by the President of the Board.

3.3 Special Meetings.

Special meetings of the Board may be called at any time by the President, Secretary, or any two (2) directors.

3.4 Meetings By Telephonic or Electronic Means.

Members of the Board or any committee may participate in a meeting of the Board or committee by telephonic or electronic means, including but not limited to videoconference, if all persons participating in the meeting can hear each other simultaneously. Participation by such means shall constitute presence in person at a meeting.

3.5 Quorum.

A majority of the Board shall constitute a quorum for the transaction of business at any Board meeting. The act of a majority of the Board present at a meeting at which there is a quorum shall be the act of the Board.

3.6 Presumption of Assent.

A director who is present at a Board meeting shall be presumed to have assented to the action taken at that meeting unless the director's dissent or abstention is entered into the minutes of the meeting or the director files his or her written dissent or abstention to such action with either the person acting as secretary of the meeting before it is adjourned or by registered mail to the Secretary of the corporation immediately after the adjournment of the meeting. A director who voted in favor of the action cannot later dissent or abstain.

3.7 Notice of Meetings.

The Secretary of the corporation or any director or directors calling any annual or special meeting of the Board shall give notice of the time and place of the meeting by mail, electronic transmission, or telephone at least five (5) days before the meeting. Attendance of a director at any meeting shall constitute a waiver of notice of such meeting, except where the director attends a meeting for the purpose of objecting to the transaction of any business because the meeting is not lawfully called or

convened. The notice or waiver of notice of a meeting need not include or specify the business to be transacted or the meeting's purpose.

3.8 Notice by Electronic Transmission.

Notice in an electronic transmission that otherwise complies with these bylaws is effective only with respect to individuals who have consented to receive notices by electronic transmission. An individual who provides consent to receipt of notices by electronic transmission shall designate in the consent the message format accessible to the recipient, and the address, location, or system to which these notices may be sent. An individual who has consented to receipt of notices by electronic transmission may revoke that consent at any time. The consent is automatically revoked if the corporation is unable to electronically transmit two consecutive notices and this inability becomes known to the person responsible for giving notice.

3.9 Waiver of Notice.

Whenever the Articles, these bylaws, or the laws of the State of Washington require any notice to be given to any director, any person or persons entitled to such notice may waive the notice requirement in writing.

3.10 Actions By Written Consent.

Any corporate action required or permitted by the Articles, these bylaws, or by the laws of the State of Washington to be taken at a meeting of the Board or its committees may be taken without a meeting if all directors provide written consent. Such consent shall have the same force and effect as a unanimous vote, and may be described as such. Such consent may be given by electronic transmission, including by electronic mail.

IV. OFFICERS

4.1 Number and Qualifications.

The officers of the corporation are the President, a President-Elect, a Secretary, a Treasurer, and any other officers as may be deemed necessary by the Board, each of whom shall be elected annually by the Board. The officers shall have the responsibilities and authority provided in these bylaws or as may be provided by resolution of the Board. Any person may hold two or more offices, except the offices of President and Secretary.

4.2 Election and Term of Office.

The officers of the corporation shall be elected each year by the Board at the annual meeting of the Board. Unless an officer dies, resigns, or is removed from office, they shall hold office until the next annual meeting of the Board or until their successor is elected.

4.3 President.

The President shall be the chief executive officer of the corporation and, subject to the Board's control, shall supervise and control the affairs of the corporation. The President shall preside over meetings of the Board. The President must be a director of the corporation.

4.4 President-Elect.

If the President is unable to act, the President-Elect shall perform the duties of the President, except as may be limited by resolution of the Board, with all the powers of and subject to all the restrictions upon the President.

4.5 Secretary.

The Secretary shall keep records of the proceedings of the Board and, when requested by the President to do so, sign and execute together with the President all deeds, bonds, contracts, and other obligations or instruments in the name of the corporation. The Secretary shall also see that all notices are duly given in accordance with the provisions of these Bylaws or as required by law.

4.6 Treasurer.

The Treasurer shall have charge and custody of and be responsible for all funds and securities of the corporation; receive and give receipts for moneys due and payable to the corporation from any source, and deposit all such moneys in the name of the corporation in banks, trust companies, or other depositories selected by the corporation; and in general perform all of the duties incident to the office of Treasurer.

4.7 Resignation.

Any officer may resign at any time by delivering written notice to the President, the President-Elect, the Secretary, or the Board, or by giving oral or written notice at any meeting of the Board.

4.8 Removal.

Any officer elected or appointed may be removed by the Board whenever in its judgment the best interests of the Corporation will be served by such removal.

4.9 Vacancies.

Vacancies in any office for any reason may be filled by the Board at any annual, [regular](#), or special meeting.

4.10 Compensation.

The officers shall receive no compensation for their service as officers but may receive reimbursement for reasonable expenditures incurred on behalf of the corporation.

V. ADMINISTRATIVE AND FINANCIAL PROVISIONS

5.1 Fiscal Year.

The last day of the fiscal year of the corporation is December 31.

5.2 Annual Budget.

The annual budget for the corporation must be prepared by June 1.

5.3 Grant Funds.

In coordination with the SKHHP Executive Board, the Board will decide whether and when to apply for private grant funding to further the purposes of the corporation as defined in Section 3.1 of [these bylaws](#) [the Articles](#). All grant funds received by the corporation shall be deposited into the SKHHP Housing

Capital Funds Account, [which is administered by the City of Auburn](#). The Board will review the recommendations of the SKHHP Advisory Board regarding the expenditure of private grant funding to ensure that the recommendations (i) further the purposes of the corporation as defined in Section 3.1 of [these bylaws](#) [the Articles](#); and (ii) are consistent with any and all requirements, restrictions, or conditions applicable to the grant funds. Within thirty (30) days of receiving the recommendations of the SKHHP Advisory Board regarding the expenditure of private grant funding, the Board will communicate to the SKHHP Executive Board whether (i) the Board approves the recommendations; or (ii) if the Board does not approve the recommendations, the specific bases for its disapproval, including whether and how the recommendations do not further the purposes of the corporation as defined in Section 3.1 of [these bylaws](#) [the Articles](#) or are inconsistent with the requirements, restrictions, or conditions applicable to the grant funds. The Board shall adopt a resolution further specifying the process and procedure for the Board's review and approval of the SKHHP Advisory Board's recommendations. This Section 5.3 may only be amended, altered, or repealed by a unanimous vote of the Board.

5.4 Loans Prohibited.

No loans shall be made and no credit shall be extended by the corporation to its officers or directors.

5.5 Contracts.

The Board may by resolution authorize any officer or agent to enter into any contract or execute and deliver any instrument in the name of the corporation.

5.6 Books and Records.

The corporation shall keep at its principal or registered office copies of its current Articles and these bylaws; correct and adequate records of accounts and finances; minutes of the proceedings of the Board or its committees; and a current list of the names and addresses of directors and officers.

5.7 Conflicts of Interest.

Directors and officers must disclose to the Board any financial interest which the director or officer directly or indirectly has in any person or entity which is a party to a transaction under consideration by the Board. The interested director or officer shall abstain from voting on the transaction.

5.8 Corporate Seal.

If the Board determines that it is advisable, the corporation shall have a corporate seal consisting of the name of the corporation, the state of its incorporation, and the year of its incorporation.

VI. INDEMNIFICATION

Each person who is or has been a director or officer of the corporation shall be indemnified by the corporation in accordance with and to the full extent permitted by the Washington Nonprofit Corporation Act and the Washington Business Corporation Act, including as those laws may be amended in the future. Expenses incurred by a director or officer in defending against any such action, suit, or proceeding may be paid by the corporation in advance of the final disposition of such action, suit, or proceeding if the director or officer agrees in writing to repay that amount in full if it is later determined that they are not entitled to indemnification under Washington law. If authorized by the Board, the corporation may purchase and maintain insurance on behalf of any person to the full extent permitted under Washington law.

VII. AMENDMENTS

These bylaws may be altered, amended, or repealed by the affirmative vote of a majority of the Board present at any meeting of the Board, or by the written consent of all of the directors.

CERTIFICATION

_____, the Secretary of South King Housing and Homelessness Partners Foundation certifies that these Bylaws were adopted by the Board of Directors on [_____].

_____, Secretary

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ARTICLES OF INCORPORATION

OF

SOUTH KING HOUSING AND HOMELESSNESS PARTNERS FOUNDATION

The undersigned, in order to form a nonprofit corporation under Chapter 24.03 of the Revised Code of Washington, signs the following Articles of Incorporation (“Articles”):

ARTICLE 1 – NAME

The name of the corporation is South King Housing and Homelessness Partners Foundation.

ARTICLE 2 – DURATION

The duration of the corporation is perpetual.

ARTICLE 3 – PURPOSES, LIMITATIONS, AND POWERS

3.1 Purposes.

The corporation is organized exclusively for charitable purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (the “Code”), or the corresponding section of any future federal tax code. Those charitable purposes include preserving, producing, and promoting affordable housing in South King County, including through providing housing paired with on-site or off-site comprehensive support services to low-income residents and individuals experiencing or who have experienced homelessness.

3.2 Powers.

In general, and subject to such limitations and conditions as are or may be prescribed by these Articles or the corporation's Bylaws, the corporation shall have all powers which are conferred by law or are necessary or incidental to those powers.

3.3 Limitations.

3.3.1 Nonprofit Status.

The corporation shall not have or issue shares of stock. The corporation is not organized for profit, and no part of its net earnings shall inure to the benefit of any director or officer of the corporation or any private individual. The corporation is authorized to pay reasonable compensation to its directors or officers for services rendered, and to make payments and distributions in furtherance of the purposes of the corporation.

3.3.2 Distribution and Dissolution.

If the corporation is dissolved, after paying its liabilities, the Board of Directors shall distribute all remaining assets of the corporation for a purpose or purposes similar to those set forth in Section 3.1 of these Articles and to any other organization that then qualifies for exemption under Section 501(c)(3) of the Code. No director or officer of the corporation or any private individual shall be entitled to share in the distribution of any of the corporate assets of the corporation upon its dissolution.

3.3.3 Prohibited Activity.

No substantial part of the activities of the corporation shall be devoted to the carrying on of propaganda or otherwise attempting to influence legislation, except as may be permitted by the Code. The corporation shall not participate or intervene in (including the publication or distribution of statements regarding) any political campaign on behalf of or in opposition to any candidate for public office. Notwithstanding any other provision of these Articles, the corporation shall not carry on any other activities not permitted to be carried on by an organization exempt from federal income tax under Section 501(c)(3) or Section 170(c)(2) of the Code or any future federal tax code.

ARTICLE 4 – BYLAWS

The Board of Directors shall have the power to adopt, amend, or repeal the bylaws of the corporation.

ARTICLE 5 – INCORPORATORS AND DIRECTORS

5.1 Number.

The number of directors of the corporation shall be determined in the manner provided in the Bylaws. The number of directors may be increased or decreased from time to time in the manner provided in the Bylaws.

5.2 Directors.

The Board of Directors shall manage the affairs of the corporation. The initial directors of this corporation are:

[Name] Address]	[Name] Address]
[Name] Address]	

5.3 Incorporator.

The incorporator of this corporation is:

Alanna Peterson
Pacifica Law Group LLP
1191 Second Avenue, Suite 2000
Seattle, WA 98101-3404

ARTICLE 6. MEMBERS

The corporation shall have no members.

ARTICLE 7. LIMITATION OF DIRECTOR LIABILITY

To the full extent that the Washington Nonprofit Corporation Act (as it exists on the date of the adoption of these Articles or may be amended) permits the limitation or elimination of the liability of directors, a director of the corporation shall not be liable to the corporation for monetary damages arising from or related to their conduct as a director. If the Washington Nonprofit Corporation Act is amended in the future to authorize corporate action further eliminating or limiting personal liability of directors, then the liability of a director for the corporation shall be eliminated or limited to the full extent permitted by the Washington Nonprofit Corporation Act, as so amended, without any requirement of further action by the corporation.

ARTICLE 8. REGISTERED OFFICE AND REGISTERED AGENT

The initial registered office of the corporation is at 1191 Second Avenue, Suite 2000, Seattle, Washington 98101-3404, and the initial registered agent is Pacifica Law Group LLP.

ARTICLE 9. AMENDMENTS TO ARTICLES OF INCORPORATION

The corporation reserves the right to amend or repeal any of the provisions contained in these Articles in any manner now or hereafter permitted by law.

ARTICLE 10. CONFLICTS

In the case of any conflict between these Articles and the Bylaws of the Corporation, these Articles shall control.

DATED: _____

**SOUTH KING HOUSING AND HOMELESSNESS
PARTNERS FOUNDATION**

[Alanna Peterson, Incorporator]

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CONSENT TO APPOINTMENT AS REGISTERED AGENT

Pacifica Law Group LLP consents to serve as registered agent, in the State of Washington, for South King Housing and Homelessness Partners Foundation (the "Corporation"). We understand that, as agent for the Corporation, it will be our responsibility to accept service of process in the name of the Corporation; to forward all mail and license renewals to the appropriate officer(s) of the Corporation; and to notify the Office of the Secretary of State immediately of our resignation or of any changes in the address of the registered office of the Corporation for which we are agent.

Date this ____ day of _____, 2021.

PACIFICA LAW GROUP LLP

By: _____

Alanna Peterson

1191 Second Avenue, Suite 2000

Seattle, Washington 98101-3404

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Memorandum



South King Housing and Homelessness Partners

TO: SKHHP Executive Board

FROM: Angela San Filippo, SKHHP Executive Manager

DATE: July 13, 2021

RE: Options for Consideration for Adoption of a 2022 SKHHP Operating Budget

INTRODUCTION

The following budget options for SKHHP's 2022 operating budget reflect Executive Board conversations from May and June meetings as well as feedback from SKHHP partner jurisdictions and the staff work group. In *Table 3* and *Table 4* the 2021 SKHHP operating budget is presented for comparison alongside the two proposed 2022 budget options. *Table 5* and *Table 6* shows a projection of jurisdiction contributions through 2026 for each budget option.

The purpose is to provide background information and budget projections based on two budget scenarios that reflect an option to provide advisory board compensation and an option that does not include advisory board compensation. The goal is for the SKHHP Executive Board to approve the 2022 SKHHP operating budget at the July 23 Executive Board meeting.

BACKGROUND

SKHHP was formalized by an Interlocal Agreement (ILA) in 2019. The SKHHP operating budget for 2019 and 2020 was included in the Interlocal Agreement. As established in the SKHHP ILA, SKHHP jurisdiction contributions are based on population tiers as shown in *Table 1*.

Table 1. Population tiers and SKHHP contribution

Population tier	Contribution
<10,000	\$4,000
10,001 – 35,000	\$7,500
35,001 – 65,000	\$15,000
65,000 – 100,000	\$26,000
100,000+	\$34,000

Table 2 shows the 2021 Office of Financial Management population estimates of each SKHHP partner jurisdiction. Jurisdictions that are on the edge of a population tier established in the SKHHP ILA may change tiers in future years.

Table 2. Estimated 2021 population of SKHHP partner cities

SKHHP Partner Cities	Population (OFM 2021 estimate)
Auburn (part in King County)	83,950
Burien	53,290
Covington	20,890
Des Moines	32,820
Federal Way	99,590
Kent	132,400
Normandy Park	6,740
Renton	106,500
Tukwila	21,970

Attributable to the Interlocal Agreement including an adopted budget before staff was hired and before the City of Auburn became the administering agency, the adopted budget for 2019 and 2020 was a projection of operating costs that did not cover the full SKHHP operating costs. However, due to the timing of hiring staff there were significant costs savings in 2019 and 2020.

With Executive Board approval of the City of Auburn as the administering agency, and hiring of an Executive Manager in January 2020 and a Program Coordinator in October 2020, SKHHP

now has a more informed projection of operating costs with which to inform future SKHHP partner jurisdiction contributions.

Due to the uncertainty of the economic impacts of the COVID-19 pandemic and the significant cost savings in 2019 and 2020, the Executive Board made a decision to pass a 2021 SKHHP operating budget that did not cover operating costs. This decision intentionally spent down some of the cost savings from the previous two years to cover operating costs and deferred consideration of increasing member contributions to the 2022 operating budget.

During the development of the 2022 SKHHP operating budget, feedback from SKHHP partner jurisdictions and the SKHHP staff work group identified the following budget priorities for 2022:

- Work towards a balanced budget
- Increase staff capacity to two full time positions
- Consider a compensation structure for SKHHP Advisory Board members

The following two budget options were developed in consideration of the identified budget priorities. Both budget options would begin implementation of increasing partner jurisdiction contributions in 2022, offset by spending down the cost savings from 2019 and 2020 over the course of the next several years to reach a balanced budget within the next five years.

If there are any additional contributions to SKHHP's operating budget from sources such as: existing SKHHP partners, additional partners become part of SKHHP, or contributions or donations from outside sources, each SKHHP partner contribution could be reduced through an amended budget.

OPTION 1: TWO FULL TIME STAFF AND ADVISORY BOARD COMPENSATION

- Full time Executive Manager
- Full time Program Manager
- Advisory Board compensation at a flat rate of \$100/month for up to 12 Board members
- Working towards a balanced budget by increasing annual SKHHP city contributions by 15% in 2022, 2023, 2024, 2025, and 2026, while gradually spending down the fund balance.

Assumptions

- King County's contribution based on population increases at the same rate as other partner jurisdictions but overall contribution remains at \$75,000 per year
- King County Housing Authority annual contribution remains at \$15,000 per year
- Current salaries and benefits are sustained
- No additional SKHHP partners are added
- No additional contributions/donations are made to SKHHP's operating costs

Should option 1 be adopted the following revisions are proposed to the Advisory Board structure:

- Incorporate adopted compensation structure
- Incorporate additional expectations related to compensation structure, for example:
 - Advisory Board members who are already being compensated by their employers or organizations for participating in SKHHP meetings will not be compensated.
 - Advisory Board members will not be compensated for months with no active participation.

Table 3. 2022 SKHHP Operating Budget – Option 1

Projected beginning fund balance - January 1, 2022			\$211,801.80
Projected ending fund balance - December 31, 2022			\$137,591.11
	2021	\$ increase	2022
REVENUES	contribution		contribution
Auburn	\$26,000	\$3,900	\$29,900
Burien	\$15,000	\$2,250	\$17,250
Covington	\$7,500	\$1,125	\$8,625
Des Moines	\$7,500	\$1,125	\$8,625
Federal Way	\$26,000	\$3,900	\$29,900
Kent	\$34,000	\$5,100	\$39,100
Normandy Park	\$4,000	\$600	\$4,600
Renton	\$34,000	\$5,100	\$39,100
Tukwila	\$7,500	\$1,125	\$8,625
Unincorporated King County**	\$34,000	\$5,100	\$39,100
King County Housing Authority	\$15,000	0	\$15,000
King County**	\$41,000	\$(5,100)	\$35,900
Interest earnings			
Office space (in-kind donation)	\$12,000		\$12,000
Contributions & Donations			
TOTAL REVENUES	\$263,500.00		\$287,725.00
<i>Spend down balance</i>	<i>\$29,843.20</i>		<i>\$74,210.69</i>
TOTAL	\$293,343.20		\$361,953.69
EXPENSES	2021		2022
Salaries and benefits	\$215,543.20		\$254,685.17
Misc - travel, phone, postage	\$12,000.00		\$12,000.00
Advisory Board compensation			\$14,400.00
Office space (in-kind donation)	\$12,000.00		\$12,000.00
Supplies			\$1,000.00
Professional development			\$5,000.00
Interfund IT	\$25,800.00		\$25,600.00
Subtotal	\$265,343.20		\$330,307.17
COA 10% Administrative Fee*	\$28,000.00		\$31,628.52
TOTAL	\$293,343.20		\$361,935.69

*10% administrative fee is calculated as a percentage of operating costs which does not include in-kind donations, or carry forwards.

**King County contribution based on the population of unincorporated King County is shown increasing at the same rate and the additional allocation decreasing to maintain their total contribution at \$75,000 per year.

OPTION 2: TWO FULL TIME STAFF NO ADVISORY BOARD COMPENSATION

- Full time Executive Manager
- Full time Program Manager
- Working towards a balanced budget by increasing annual SKHHP city contributions by 15% increase in 2022, 2023, 2024, and 2025, while gradually spending down the fund balance

Assumptions

- King County's contribution based on population increases at the same rate as other partner jurisdictions but overall contribution remains at \$75,000 per year
- King County Housing Authority annual contribution remains at \$15,000 per year
- Current salaries and benefits are sustained
- No additional SKHHP partners are added
- No additional contributions/donations are made to SKHHP's operating costs

Table 4. 2022 SKHHP Operating Budget – Option 2

Projected beginning fund balance - January 1, 2022			\$211,801.80
Projected ending fund balance - December 31, 2022			\$59,413.11
	2021	\$ increase	2022
REVENUES	contribution		contribution
Auburn	\$26,000	\$3,900	\$29,900
Burien	\$15,000	\$2,250	\$17,250
Covington	\$7,500	\$1,125	\$8,625
Des Moines	\$7,500	\$1,125	\$8,625
Federal Way	\$26,000	\$3,900	\$29,900
Kent	\$34,000	\$5,100	\$39,100
Normandy Park	\$4,000	\$600	\$4,600
Renton	\$34,000	\$5,100	\$39,100
Tukwila	\$7,500	\$1,125	\$8,625
Unincorporated King County**	\$34,000	\$5,100	\$39,100
King County Housing Authority	\$15,000		\$15,000
King County**	\$41,000	\$(5,100)	\$35,900
Interest earnings			
Office space (in-kind donation)	\$12,000		\$12,000
Contributions & Donations			
Total Revenues	\$263,500.00		\$287,725.00
<i>Spend down balance</i>	\$29,843.20		\$52,388.69
TOTAL	\$293,343.20		\$340,113.69
EXPENSES	2021		2022
Salaries and benefits	\$215,543.20		\$254,685.17
Misc - travel, phone, postage	\$12,000.00		\$12,000.00
Office space (in-kind donation)	\$12,000.00		\$12,000.00
Supplies			\$1,000.00
Professional development			\$5,000.00
Interfund IT	\$25,800.00		\$25,600.00
Subtotal	\$265,343.20		\$310,285.17
COA 10% Administrative Fee*	\$28,000.00		\$29,828.52
TOTAL	\$293,343.20		\$340,113.69

*10% administrative fee is calculated as a percentage of operating costs which does not include in-kind donations, or carry forwards.

** King County contribution based on the population of unincorporated King County is shown increasing at the same rate and the additional allocation decreasing to maintain their total contribution at \$75,000 per year.

BUDGET PROJECTIONS THROUGH 2026

Table 5 and *Table 6* show projected SKHHP partner jurisdiction contributions through 2026 based on the two budget options provide in more detail above. Consistent with the SKHHP ILA, budget development is done on an annual basis. The SKHHP Executive Board is only considering approval of the 2022 SKHHP operating budget, these projections are provided for informational purposes only.

The budget projections do not show any jurisdiction changing population tiers shown in *Table 1*. Additional assumptions for *Tables 5* and *6* include:

- King County's contribution based on population increases at the same rate as other partner jurisdictions but overall contribution remains at \$75,000 per year
- King County Housing Authority annual contribution remains at \$15,000 per year
- Current salaries and benefits are sustained
- Staff capacity is sustained at two full time positions
- No additional SKHHP partners are added
- No additional contributions/donations are made to SKHHP's operating costs
- SKHHP operating costs increase at 5% per year

Table 5. Summary of Projected SKHHP Budget – Option 1: Two full time staff and advisory board compensation

Beginning fund balance	\$241,645.00		\$211,801.80		\$141,551.11		\$81,260.39		\$34,213.51		\$4,276.41
Projected ending fund balance	\$211,801.80		\$141,551.11		\$81,260.39		\$34,213.51		\$4,276.41		\$(4,011.09)
REVENUES	2021	\$ increase	2022	\$ increase	2023	\$ increase	2024	\$ increase	2025	\$ increase	2026
Auburn	\$26,000.00	\$3,900.00	\$29,900.00	\$4,485.00	\$34,385.00	\$5,157.75	\$39,542.75	\$5,931.41	\$45,474.16	\$6,821.12	\$52,295.29
Burien	\$15,000.00	\$2,250.00	\$17,250.00	\$2,587.50	\$19,837.50	\$2,975.63	\$22,813.13	\$3,421.97	\$26,235.09	\$3,935.26	\$30,170.36
Covington	\$7,500.00	\$1,125.00	\$8,625.00	\$1,293.75	\$9,918.75	\$1,487.81	\$11,406.56	\$1,710.98	\$13,117.55	\$1,967.63	\$15,085.18
Des Moines	\$7,500.00	\$1,125.00	\$8,625.00	\$1,293.75	\$9,918.75	\$1,487.81	\$11,406.56	\$1,710.98	\$13,117.55	\$1,967.63	\$15,085.18
Federal Way	\$26,000.00	\$3,900.00	\$29,900.00	\$4,485.00	\$34,385.00	\$5,157.75	\$39,542.75	\$5,931.41	\$45,474.16	\$6,821.12	\$52,295.29
Kent	\$34,000.00	\$5,100.00	\$39,100.00	\$5,865.00	\$44,965.00	\$6,744.75	\$51,709.75	\$7,756.46	\$59,466.21	\$8,919.93	\$68,386.14
Normandy Park	\$4,000.00	\$600.00	\$4,600.00	\$690.00	\$5,290.00	\$793.50	\$6,083.50	\$912.53	\$6,996.03	\$1,049.40	\$8,045.43
Renton	\$34,000.00	\$5,100.00	\$39,100.00	\$5,865.00	\$44,965.00	\$6,744.75	\$51,709.75	\$7,756.46	\$59,466.21	\$8,919.93	\$68,386.14
Tukwila	\$7,500.00	\$1,125.00	\$8,625.00	\$1,293.75	\$9,918.75	\$1,487.81	\$11,406.56	\$1,710.98	\$13,117.55	\$1,967.63	\$15,085.18
Unincorporated King County	\$34,000.00	\$5,100.00	\$39,100.00	\$5,865.00	\$44,965.00	\$6,744.75	\$51,709.75	\$7,756.46	\$59,466.21	\$8,919.93	\$68,386.14
King County Housing Authority	\$15,000.00		\$15,000.00		\$15,000.00		\$15,000.00		\$15,000.00		\$15,000.00
King County	\$41,000.00	\$(5,100.00)	\$35,900.00	\$(5,865.00)	\$30,035.00	\$(6,744.75)	\$23,290.25	\$(7,756.46)	\$15,533.79	\$(8,919.93)	\$6,613.86
Interest earnings											
Office space (in-kind donation)	\$12,000.00		\$12,000.00		\$12,000.00		\$12,000.00		\$12,000.00		\$12,000.00
Contributions & Donations											
TOTAL REVENUES	\$263,500.00		\$287,725.00		\$315,583.75		\$347,621.31		\$384,464.51		\$426,834.19
Spend down balance	\$29,843.20		\$70,250.69		\$60,290.72		\$47,046.88		\$29,937.10		\$8,287.50
TOTAL OPERATING COST	\$293,343.20		\$357,975.69		\$375,874.47		\$394,668.19		\$414,401.60		\$435,121.68

*The spend down balance is only possible due to cost savings in 2019 and 2020 and is a reflection of revenues not covering total operating costs. Increasing annual jurisdiction contributions and gradually spending down the cost savings allows SKHHP to gradually work towards a balanced budget.

Table 6. Summary of Projected SKHHP Budget – Option 2: Two full time staff and no advisory board compensation

Beginning fund balance	\$241,645.00		\$211,801.80		\$159,413.11		\$105,877.49		\$66,523.46		\$45,263.87
Projected ending fund balance	\$211,801.80		\$159,413.11		\$105,877.49		\$66,523.46		\$45,263.87		\$32,564.51
REVENUES	2021	\$ increase	2022	\$ increase	2023	\$ increase	2024	\$ increase	2025	\$ increase	2026
Auburn	\$26,000.00	\$3,900.00	\$29,900.00	\$4,485.00	\$34,385.00	\$5,157.75	\$39,542.75	\$5,931.41	\$45,474.16	\$4,547.42	\$50,021.58
Burien	\$15,000.00	\$2,250.00	\$17,250.00	\$2,587.50	\$19,837.50	\$2,975.63	\$22,813.13	\$3,421.97	\$26,235.09	\$2,623.51	\$28,858.60
Covington	\$7,500.00	\$1,125.00	\$8,625.00	\$1,293.75	\$9,918.75	\$1,487.81	\$11,406.56	\$1,710.98	\$13,117.55	\$1,311.75	\$14,429.30
Des Moines	\$7,500.00	\$1,125.00	\$8,625.00	\$1,293.75	\$9,918.75	\$1,487.81	\$11,406.56	\$1,710.98	\$13,117.55	\$1,311.75	\$14,429.30
Federal Way	\$26,000.00	\$3,900.00	\$29,900.00	\$4,485.00	\$34,385.00	\$5,157.75	\$39,542.75	\$5,931.41	\$45,474.16	\$4,547.42	\$50,021.58
Kent	\$34,000.00	\$5,100.00	\$39,100.00	\$5,865.00	\$44,965.00	\$6,744.75	\$51,709.75	\$7,756.46	\$59,466.21	\$5,946.62	\$65,412.83
Normandy Park	\$4,000.00	\$600.00	\$4,600.00	\$690.00	\$5,290.00	\$793.50	\$6,083.50	\$912.53	\$6,996.03	\$699.60	\$7,695.63
Renton	\$34,000.00	\$5,100.00	\$39,100.00	\$5,865.00	\$44,965.00	\$6,744.75	\$51,709.75	\$7,756.46	\$59,466.21	\$5,946.62	\$65,412.83
Tukwila	\$7,500.00	\$1,125.00	\$8,625.00	\$1,293.75	\$9,918.75	\$1,487.81	\$11,406.56	\$1,710.98	\$13,117.55	\$1,311.75	\$14,429.30
Unincorporated King County	\$34,000.00	\$5,100.00	\$39,100.00	\$5,865.00	\$44,965.00	\$6,744.75	\$51,709.75	\$7,756.46	\$59,466.21	\$5,946.62	\$65,412.83
King County Housing Authority	\$15,000.00		\$15,000.00		\$15,000.00		\$15,000.00		\$15,000.00		\$15,000.00
King County	\$41,000.00	\$(5,100.00)	\$35,900.00	\$(5,865.00)	\$30,035.00	\$(6,744.75)	\$23,290.25	\$(7,756.46)	\$15,533.79	\$(5,946.62)	\$9,587.17
Interest earnings											
Office space (in-kind donation)	\$12,000.00		\$12,000.00		\$12,000.00		\$12,000.00		\$12,000.00		\$12,000.00
Contributions & Donations											
TOTAL REVENUES	\$263,500.00		\$287,725.00		\$303,583.75		\$335,621.31		\$372,464.51		\$400,710.96
Spend down balance*	\$29,843.20		\$52,388.69		\$53,535.62		\$39,354.03		\$21,259.60		\$12,699.35
TOTAL OPERATING COST	\$293,343.20		\$340,113.69		\$357,119.37		\$374,975.34		\$393,724.11		\$413,410.31

*The spend down balance is only possible due to cost savings in 2019 and 2020 and is a reflection of revenues not covering total operating costs. Increasing annual jurisdiction contributions and gradually spending down the cost savings allows SKHHP to gradually work towards a balanced budget.

RESOLUTION NO. 2021-03

A RESOLUTION OF THE EXECUTIVE BOARD OF THE SOUTH KING COUNTY HOUSING AND HOMELESSNESS PARTNERS (SKHHP), ADOPTING THE 2022 SKHHP WORK PLAN AND 2022 SKHHP OPERATING BUDGET

WHEREAS, pursuant to the Interlocal Agreement, the SKHHP Executive Board approves an annual work plan and budget each year to guide the work of SKHHP staff; and

WHEREAS, pursuant to the Interlocal Agreement the annual budget includes an itemization of all categories of budgeted expenses and itemization of each Party's contribution, including in-kind services; and

WHEREAS, upon adoption, the annual work plan and budget will be transmitted to each participating jurisdiction for approval by their legislative body; and

WHEREAS, the budget will not become effective until approved by the legislative body of each jurisdiction and adopted by the SKHHP Executive Board; and

WHEREAS, the purpose of the annual work plan and budget is to provide management and budget guidance; and implement the overarching SKHHP goals to work together and share resources to increase the available options for South King County residents to access affordable housing and to preserve the existing affordable housing stock; and

WHEREAS, the 2022 work plan includes three major streams of work: governance and administration; policy and planning; and education and outreach; and

WHEREAS, the governance and administration work stream includes program-wide management activities including establishing decision-making protocols and reporting procedures; and convening a community advisory board; and

WHEREAS, the policy and planning work stream includes advocating for and establishing a SKHHP affordable housing capital fund; and collaborating with partners to enhance local policies and programs that accelerate access to affordable housing, protect existing housing stock, and provide housing security; and

WHEREAS, the outreach and education work stream includes representing South King County at all applicable decision tables; and furthering the understanding of the spectrum of affordable housing options and related needs and opportunities; and

NOW, THEREFORE, THE EXECUTIVE BOARD RESOLVES as follows:

Section 1. The Executive Board adopts the SKHHP 2022 Work Plan as shown in Attachment A.

Section 2. The Executive Board adopts the SKHHP 2022 Budget as shown in Attachment B.

Section 3. Each party's contribution to SKHHP's operating budget will be transmitted on an annual basis during the first quarter of the calendar year.

Section 4. This Resolution will take effect and be in full force upon approval by the legislative body of each participating jurisdiction.

Dated and Signed this _____ day of _____, 2021.

SOUTH KING COUNTY HOUSING AND HOMELESSNESS PARTNERS

NANCY BACKUS, CHAIR

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RESOLUTION 2021-03 – ATTACHMENT A

SKHHP 2022 WORK PLAN

SKHHP MISSION

South King County jurisdictions working together and sharing resources to create a coordinated, comprehensive, and equitable approach to increasing housing stability, reducing homelessness, and producing and preserving quality affordable housing in South King County.

OBJECTIVES

- Share technical information and resources to promote sound housing policy
- Coordinate public resources to attract greater private and public investment for affordable housing in South King County
- Provide a unified voice to advocate for South King County needs at a local, regional, and state levels

Purpose

Establish a 2022 SKHHP Work Plan that is shaped by member jurisdictions, consistent with the SKHHP Interlocal Agreement, and furthers SKHHP's mission.

Background

The South King Housing and Homelessness Partners (SKHHP) was established through an interlocal agreement to work together and share resources to increase the available options for South King County residents to access affordable housing and preserve the existing affordable housing stock.

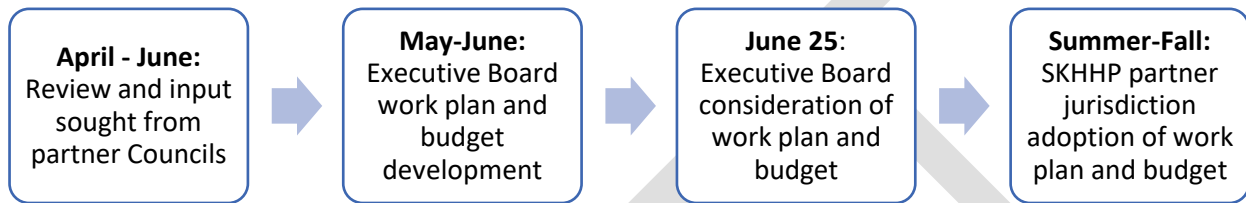
The SKHHP 2022 work plan includes three major areas of work that will facilitate implementation of the SKHHP Interlocal Agreement: governance and administration; policy and planning; and education and outreach. The 2022 work plan builds on work done in 2020 and 2021 to establish a SKHHP Housing Capital Fund through pooled public resources, increase philanthropic and corporate investment through the creation of a SKHHP 501(c)(3) fundraising branch, and establish a SKHHP Advisory Board made up of community members that will help to ground SKHHP decisions in communities needs and interests.

Progress reports

Consistent with the Interlocal Agreement, the SKHHP Executive Manager will submit quarterly budget performance and progress reports on the status of the work plan elements to the SKHHP Executive Board and the legislative body of each member jurisdiction. To be consistent with the administering agency's finance department, quarterly progress reports will be provided as follows:

- Quarter 1: May
- Quarter 2: August
- Quarter 3: November
- Quarter 4: February

Next steps: In accordance with the Interlocal Agreement, the 2022 SKHHP Work Plan will be approved by the legislative body of each member jurisdiction and the SKHHP Executive Board. The timeline for review and adoption of the 2020 SKHHP Work Plan is as follows:



GOVERNANCE AND ADMINISTRATION

GOAL 1: Define strategy, direction, and long-term goals, and provide direction to staff on implementation of the SKHHP Interlocal Agreement.

Outcomes:

- 1) Functioning and collaborative entity with clear measures of success.
- 2) Implementation supports equitable outcomes across jurisdictions, community members, and stakeholders.
- 3) Added value for SKHHP partners and South King County subregion.

Activities/Actions:

- 1) Develop annual work plan and budget
 - a. Partner jurisdiction input and review
 - b. Partner jurisdiction adoption
- 2) Quarterly progress and budget reports
- 3) Annual updates to stakeholders and non-SKHHP South King County cities
- 4) Strategic planning – establish 3-5 year goals and objectives

POLICY AND PLANNING

GOAL 2: Administer and allocate South King County Housing Capital Funds.

Outcomes:

- 1) Increase resources dedicated to affordable housing preservation, rehabilitation, and production in South King County.
- 2) Pool resources to address the growing affordable housing and homelessness needs in South King County.

Activities/Actions:

- 1) SKHHP Housing Capital Fund application and allocation process
- 2) Build funding support through advocacy with philanthropic and private corporations

GOAL 3: Work with partner jurisdictions to enhance and develop new local policies and programs that protect existing affordable housing stock, provide housing security, and accelerate access to affordable housing.

Outcomes:

- 1) Number of jurisdictions that adopt new or enhanced legislation or programs that support equitable affordable housing production and preservation strategies.
- 2) Increased number of affordable rental housing units in participating programs.
- 3) Improved collective efforts to address systemic and institutional racism and create greater racial equity and justice in housing.

Activities/Actions:

- 1) Support implementation of housing strategy/action plans to increase equitable housing production and preservation strategies
- 2) Maintain inventory & assessment of existing city policies and regulations for affordable housing preservation programs and housing production strategies
- 3) Assist cities in enacting policies and strategies that address tenant protections through anti-displacement, fair housing, and healthy housing
- 4) Develop subregional affordable housing preservation strategies.
- 5) Maintain catalog of successful affordable housing development projects

OUTREACH AND EDUCATION

Goal 4: Represent South King County and its unique affordable housing needs at all decision tables and foster collaboration between partners.

Outcomes:

- 1) Establish credibility of SKHHP with potential partners and funders.
- 2) South King County is authentically heard, considered, and supported by regional and state stakeholders and policy makers.
- 3) Changes in policies, practices, and funding streams that support affordable housing and homelessness programs in South King County.

Activities/Actions

- 1) Represent SKHHP at local & regional meetings and forums.
- 2) Develop annual SKHHP State advocacy priorities
- 3) Develop annual SKHHP Federal advocacy priorities
- 4) Conduct work sessions with state legislators

Goal 5: Further strengthen regional stakeholders' understanding of the spectrum of affordable housing options, the range of related needs and opportunities, and the housing system .

Outcomes:

- 1) South King County decision makers are informed and prepared to act based on current information and facts.
- 2) Increased interest from nonprofit and for-profit developer to partner with South King County cities to produce affordable housing.
- 3) The broader community is engaged on local housing issues.

Activities/Actions

- 1) Coordinate and work with developers to better understand barriers to increasing construction and preservation of affordable housing

- 2) Support SKC engagement and elected official participation in affordable housing development tours
- 3) Coordinate monthly educational topics that promote understanding of the full housing system and practices that have led to inequities in the system, and opportunities to address racial equity and justice
- 4) Generate educational information for the public including brochures, website, housing tours, and other outreach programs.

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ATTACHMENT B
2022 SKHHP Operating Budget

To be determined based on preceding budget memo and options presented.

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