

GIRMAY

TRANSITION 2025

Transition Committee Recommendations
for King County Executive Zahilay

Land and People Acknowledgement

We, the Transition Committee, acknowledge that we are not the original stewards of this land. To honor the Coast Salish People of this land, as you will see in the below document, we recommend instituting a Tribal Consultation and Urban Confer.

A Letter from the Committee

Dear Executive Zahilay,

We are humbled to present to you the recommendations from the Transition Committee comprising more than 100 members of our community. We reflect a broad coalition of community, labor, business, and civic leadership throughout King County and come from every corner of King County. With the hope of tapping into our collective wisdom, experience, and energy, you asked us to propose short- and long-term bold, innovative, and actionable ideas that can be carried forward into governing. You specifically asked us to use the framework of your top priorities, your “4Bs for a Brighter Future” (4Bs), and shared these visions for each to use as our North Stars:

- **Breaking the Cycle**– We seek to break the cycle of homelessness, addiction, crime, and incarceration that is harming too many people in our region.
- **Building for Affordability**– We will prioritize building the infrastructure needed to meet the needs of our growing population. We believe more supply will lead to more affordability. That means increasing the supply of housing, child care, transit, and business opportunities by accelerating permitting timelines, investing public dollars in infrastructure, and coordinating more effectively across the region and sectors.
- **Boots on the Ground** – We will lead a King County government that is known and felt in people’s lives. Our aim is to be a more customer service-oriented government with more of our personnel outside in high-impact, external-facing positions. You will see us outside, connecting and solving problems in a very tangible way: doing community clean-ups, stocking food banks, knocking on doors in low-income communities, activating physical spaces through the arts to prevent gun violence, and more. We want to capture the civic energy of the region through more volunteer opportunities for our constituents.
- **Better Government**– Our work to build a King County that works for all of us is our work to ensure that our government works for the people who call this region home. We will implement the “King County Delivers” plan to make our government better, more accountable, more efficient, and more transparent. The way that we will change and improve lives is by having a government that has earned the confidence of and works for the people it has been established to serve.

We are community builders, systems architects, and, fundamentally, change agents who embraced the challenge and the opportunity to convene in this short span of time to develop impactful, urgent, visionary, actionable, and grounded recommendations. Over the course of our meetings, the common themes we heard and that we encourage you to embrace were:

- There is no time or place for business as usual. We need to think, act, collaborate, and deliver differently AND not reinvent the wheel.

- The people of King County must be at the center of our policy and our work.
- We need to apply the same level of life-saving urgency and purpose with which people came together during the COVID-19 pandemic to the work before us in our region – especially in light of Federal attacks on our neighbors and their freedoms, health, safety, and well-being.
- We must work and think in systems and solutions, not silos– not just across government, but across our communities.
- Collaboration is key, whether government to community (including labor/business/organizations), community to community, or government to government. We cannot afford redundancy or territoriality.
- Data, data, data – we must equip leaders to make data-driven decisions, hold them accountable utilizing the data, and ensure the right data is being examined, analyzed, and audited.

This, however, is just the start, and the recommendations below are intended to catalyze the change you were elected to make. We recognize that having an idea is relatively easy, but governing is hard. What might seem “short” or simple might have complexity, legacy, and costs we don’t know. We look forward to being a part of the efforts to move from ideas to action.

We hope our suggestions can effectively inform and help you build your agenda for OUR King County.

Sincerely,

The Girmay 2025 Transition Committee Co-Chairs, on behalf of [the full committee](#):

- Doug Baldwin Jr., CEO, Vault89 and Founder, Family First Community Center
- Katie Garrow, Executive Secretary-Treasurer, MLK Labor
- Esther Lucero, President and CEO, Seattle Indian Health Board
- Brad Smith, Vice Chair and President, Microsoft Corporation

Note to others who may read this report:

These ideas have not yet been analyzed for policy and budget feasibility and reflect the passion and expertise of the 100+ person Transition Committee. They are solely considering the 4Bs and do not cover the full breadth of King County Government responsibilities.

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The Process

Between November 13 and December 12, 2025, the more than 100 members of the transition committee, organized into subcommittees aligned with your policy foundation of “4Bs for a Better Future” (4Bs), used the visions for each as the foundations to develop recommendations. The groups met in three rounds of facilitated meetings in person and on Zoom. Committee members engaged wholly as a collective, in subcommittees broken down by the 4Bs, and individually when invited to submit feedback online, on sticky notes, and in emails. This final report reflects the synthesized output from the totality of those engagements.

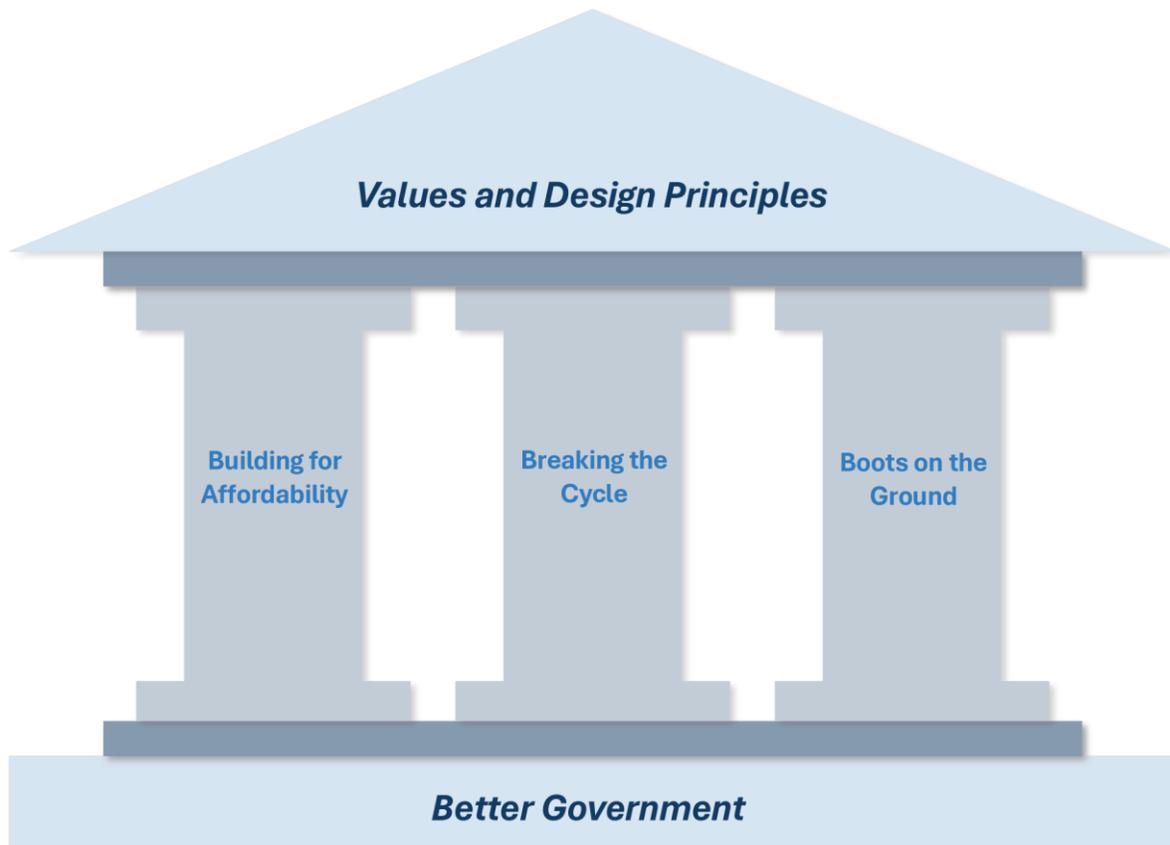
The recommendations are organized as follows:

- **Transition committee priority recommendations** – *Represents the strongest overlaps of subcommittee ideas captured in the group’s collective voice.*
- **Aggregated &/or co-Chair recommendations**– *Represents insights generated by co-chairs and/or by members of the committee who collected input from a set of sources outside of the subcommittee meetings.*
- **Full suite recommendations package** – *Reflects every input provided by Transition Committee members at any level of provided engagement. These are linked from the appendix to this report.*

Values & Design Principles

These elements emerged from the meetings and provide valuable lenses through which to develop your agenda, plans, programs, and partnerships.

- Equity & belonging
- Repairing the history of slavery
- Respecting Tribal rights
- Uplifting immigrants & refugees
- Focus on outcomes
- Systems, not silos
- Freedom to learn from failure
- Collaboration
- Urgency
- Humility
- Rebuilding trust in government
- Inclusive of rural and unincorporated areas
- Transparency, accountability, and communications
- Accessibility
- Only fund what works



Transition Committee Priority Recommendations

The Transition Committee was organized into subcommittees aligned with the “4Bs for a Better Future.” With that foundation in place, each of the respective subcommittees exchanged ideas, and collectively workshopped sets of recommendations that most reflected the collective voice of the group. These top recommendations, presented by subcommittee below, represent the strongest overlaps of the group collaboration. The abbreviated version presented in the graphic used in the meeting on December 12, 2025, is now located in the appendix.

In this report, you will find ideas expanded upon or blended where appropriate, but nonetheless reflective of the Committee’s collective effort.

Breaking the Cycle

“Breaking the Cycle is dedicated to eliminating the “business as usual” approach to addressing homelessness, addiction, crime, and incarceration. It is important to recognize the intersection of these issues and tackle them through actions that are grounded in strong community collaborations, guided by data, and focused on measurable outcomes that are visible to the entire King County community.”

- Esther Lucero, President and CEO, Seattle Indian Health Board

Short-term

Treat the cycle of homelessness, addiction, crime, and incarceration like the crisis that it is.

Adopt a (COVID-19) “pandemic-era mindset” and embrace urgency, transparency, communications, and collaboration to be directly responsive to the impacts of lost federal funding and support.

Assess everything. Ask what’s working and what isn’t. Where are silos hurting performance? Then, use the information to move into performance-based funding (i.e. fund what works).

Document the current components of the homelessness/addiction/behavioral health/incarceration cycle, break down the silos, eliminate redundancies, and foster cross-system collaboration and communications.

Integrate a discharge plan during the launch of the Capitol Hill Crisis Care Center. When it opens, ensure that the launch of the Crisis Care Center includes clear planning for those who are discharged to prevent people moving backwards in the cycle. Build and/or fund capacity in the community to integrate and facilitate this next step.

Consider resurrecting the Right-of-Way Encampment Resolution Program. The initiative was designed to address homelessness along state roadways and connect people with outreach, shelter, and permanent housing while resolving encampments without displacement. The program lost funding for ongoing operations in the 2025 state budget. Whether/not to resurrect it would also include identifying whether to seek State or County resources.

Make 500 affordable places available in 500 days. Consider a similar program as was done in Allegheny County, PA (although with locally achievable, but aspirational target metrics) and ensure that those individuals can stay in place. King County should ensure these places have transit and trail, sidewalk, and park access as described below.

Long-term/Both

Invest more heavily in prevention and early intervention. Use predictive analytics to identify what could be used to help move people upstream on the continuum of care or out of the cycle entirely. Breaking the cycle includes moving upstream to keep people out of the cycle or from getting to the next phase of the cycle. It also includes acknowledging the crisis state and disrupting it while working on the prevention/intervention. Intervention and prevention investment opportunities could include:

- Indicators of destabilization (e.g. homelessness risk is higher when someone falls behind on utility bills).
- Areas where crime is concentrated in the city and in the county.
- Areas where overdoses are concentrated, and where unsheltered homelessness is concentrated.

A helpful example of a strategic prevention framework is from the Substance Abuse and Mental Health Services Administration (SAMHSA): <https://www.samhsa.gov/technical-assistance/sptac/framework>.

Fund the full continuum of care. Provide adequate support to the full system of care – with an emphasis on prevention and early intervention – to stop breaking the crisis down into silos. This new logical framework would realign the outcomes, outputs, and activities of the King County response system and establish a new landscape management function that includes coordinated entry, diversion, referral systems, and mental health services and emphasizes cross-discipline collaboration between law enforcement, early intervention, housing, supportive services, and others.

Building for Affordability

“Building for Affordability recommends a suite of changes that the County can make immediately to lower costs and increase wages. King County has a well earned reputation for inclusivity, innovation and creativity, but it is not functionally welcoming, least of all to recent immigrants and young LGBTQ artists, if they have to make \$92,000 per year to live here. Our committee sought to rectify that contradiction by ensuring that the great prosperity of this region is shared broadly by all.”

- Katie Garrow, Executive Secretary-Treasurer, MLK Labor

Short-term

Establish a Tribal consultation policy and Urban Confer: This policy would mitigate negative impacts on tribal/ancestral grounds and cultural resources. Respecting tribes in the region and their role was established early as a primary framework for all *Building for Affordability* actions. For example, streamlining permitting must not come at the cost of bypassing due diligence and proper consultation with tribal communities. Additionally, the practice of this policy at the county level could also help cities align in their consultation with Tribes as well.

Reform residential permitting. Create a task force to recommend efforts and legislative action that massively reform permitting for residential development to dramatically increase the production of housing units and decrease the time it takes to build them. The task force would recommend efforts that begin in urban unincorporated King County, then determine how to impact various King County cities. They would also propose statewide legislative action that the Executive could influence. Care and attention should be given to include Tribes, repair harm to descendants of slavery, avoid displacement and ensure that services are available where housing is developed (greenways, transit, food, child care, and schools). This should include recommendations about how to expand accessory dwelling units (ADUs) and temporary housing, such as tiny home villages. Growth is an opportunity to create dignified jobs for people in housing and as such, the County should ensure these opportunities are high wage careers with benefits by expanding apprenticeship and pre-apprenticeship opportunities and ensuring union labor is used. Doing so also facilitates investment from union pension funds which invest considerably in housing development with union requirements.

Create an Office of Labor Standards invested in resourcing and providing education on labor rights, wage and hour laws, and violations for workers and employers (especially small businesses).

Long-term/Both

Integrate Transit-and-Trail Oriented Development (TTOD) together. Lead a coalition across various jurisdictions and industries to help ensure infrastructure like parks and trails connect to new development. In support of this recommendation, the County should invest large pension programs in housing and refine the acronym “TOD” to “Transit and Trail Oriented Development” (TTOD) to communicate the importance of integration in messaging and policy language.

Deliver more pathways to upward mobility. Integrate workforce development – including expanding apprenticeship and pre-apprenticeship programs in high demand fields – into the continuum of care alongside efforts to provide stable housing and supportive services. These opportunities should be accessed affordably in our community colleges or vocational training institutes (note: the King County Workforce Board shares this mandate).

Grow first-time homeownership. Launch a Homeownership Education and Outreach Program that both supports people in buying their first home and teaches homeowners how to add ADUs to increase housing stock within urban areas.

Boots on the Ground

“Boots on the Ground is not just an effort towards increased visibility. King County has the opportunity to build towards a distributive governance posture that is proximate, collaborative, and co-produced with residents, service partners, and municipalities. This posture moves King County from delivering services to communities toward solving challenges with communities.”

- Doug Baldwin Jr., CEO, Vault89 and Founder, Family First Community Center

Short-term

Coordinate a culturally and linguistically relevant rapid response plan. Partner with grassroots organizations and regional municipalities to share resources, communication channels, and data that can immediately connect residents under threat with emergency resources across the region.

Build a Mayors, Tribal Leaders, and Unincorporated Area Leaders Advisory Council to collaborate and share efforts and recognize the different needs across cities and other communities.

Open an Office of Immigrant & Refugee Affairs. The office should guide local jurisdictions on relevant immigrant protections and resources balancing immediate crisis response support – such as legal defense resources– with long-term stability programs designed to create pathways to family well-being, immigration and citizenship, and economic stability.

Build capacity and lower barriers for smaller organizations to access County contracts and grants. Help ensure smaller organizations are not required to front the costs (i.e. provide advance funding) for the work they're asked to do. Evaluate, update, and deploy a more effective, appropriate, and responsive contracting and engagement process with the community-based organizations (CBOs) the County relies on for service delivery. Knowing that smaller organizations are often closer to those served by the proposed policies, but that applying for and adhering to government funding requirements can carry a lot of overhead and require a lot of expertise, a concerted effort to examine funding systems and/or provide technical assistance could ensure more effectiveness along with accountability. This would include an assessment of standardized vs. customized metrics for the communities served. It is especially important to evaluate the current reimbursement model, which is challenging for many small organizations who do not have the cash flow to front costs of service.

Long-term/Both

Launch County "Pop Ups" pilots with the intention of long-term distributed satellite offices. Starting with "pop-up" pilots and evolving into permanent authorized regional satellite offices would create distributed governance via authorized regional satellite offices to go where the people are, foster community connection, improve access to government, and provide feedback directly into the system. Note: it could build on the "Hub Spaces" model that exists in unincorporated areas today, and would take into consideration high need geographic enclaves such as East Federal Way, East Renton Plateau, Fairwood North, and Highline in Skyway West Hill. One idea is to partner with arts and culture locations for these satellite offices.

Build the skills, capacity, and leadership for civic participation. Existing funding sources should prioritize programmatic opportunities that provide training, skills, and practice for under-resourced residents – such as working-class families, young people, and elderly populations– to achieve essential stability, improve their lives and grow their community leadership.

Better tell the story of the government's impact on community outcomes. The County should creatively use its assets to show residents how its service work connects to the everyday priorities and lived experiences of diverse communities.

Deploy trained navigators into communities. Create a King County Service Corps that provides training and resourcing to navigators that support civic access, non-police emergency response, and local problem solving.

Deliver world-class and universal customer service. The County should dedicate itself to a standard of excellence where residents and community partners alike experience a high level of responsiveness, respect, and pride when interacting on any scale of the administration. One suggestion was to use diverse generations of communities.

Better Government

“Better government is not about doing more—it’s about doing what works. By combining a focus on accountability with modern, people-centered systems and a spirit of partnership, we can create services that make daily life better for every resident. That’s how we build a King County government that truly serves its people.”

– Brad Smith, Vice Chair and President, Microsoft Corporation

Short-term:

Build and empower the right team. Appoint senior leaders with clear authority and a mandate for urgency, transparency, and a “fail small, learn fast” culture. Launch succession planning, leadership academies, and innovation incentives to build a problem-solving culture.

Establish countywide outcomes and accountability. Launch a performance program to set baseline metrics, track service outcomes in real time, and publicly report progress to build trust and drive improvement.

Target high-visibility wins. Immediately focus resources on improving the experience of King County constituents through integrating technological solutions to deliver tangible, visible improvements to daily life. Doing so will build trust in the ability of government to execute and positively impact resident lives. This could include:

- **Issue a contactless and frictionless transit card:** Enable people to easily use their phones to pay for transit across the county and ensure broad awareness of this feature.
- **Launch a regional crisis response pilot.** Begin integrating crisis and safety response systems across jurisdictions, starting with a pilot that unifies dispatch and information sharing.

Create a “best practices” and ideas intake portal. The best employer culture is one that sources great ideas from the organizations themselves. Create a “Find it, Embrace it” portal that enables County staff and the public to submit proven solutions and innovative ideas, with a transparent process for review and adoption.

Convene an intergovernmental coordination table. As part of the Mayors, Tribal Leaders, and Unincorporated Area Leaders Advisory effort, create a regular forum with cities and tribal governments to align services and eliminate duplicative processes for residents. Work towards creating interoperability of customer service and work tracking systems across governments.

Improve customer service. For individuals and businesses, implement sustained efforts to gather customer experience feedback and work to ensure efficient follow-up on that feedback. For governments, work with municipal leaders to understand where breakdowns in follow-through with the County are happening most often.

Long-term/Both

Achieve structural fiscal sustainability and propriety. Transition to multi-year, outcome-based budgeting and publish transparent reports on taxpayer return-on-investment. Ensure community organizations doing business with the County have the capacity to comply with County grant and financial management controls.

Integrate citizen experience across governments (“No Wrong Door”). Building on the work of the intergovernmental coordination table (established as part of short-term actions), deliver seamless services and shared standards by ensuring requests received by any government reach the agency responsible for delivering the requested service.

Modernize technology for resilient, data-driven services. Invest in digital platforms that unify case management, performance dashboards, communications, and participatory engagement tools across departments. As part of this effort, implement common citizen service access that consistently incorporates accessibility and language translation services, and ensure language is free of government “jargon.”

Build a unified regional crisis response system. Scale the pilot (established as part of short-term actions) into a countywide, integrated crisis and safety response network that includes mental health and other non-police public safety services. It would also cover rapid response for food, housing, economic, legal services, and healthcare.

Assess and complete the Harborview capital initiative. Evaluate and finish Harborview’s expansion and use it to demonstrate effective use of public funds and improved health outcomes for vulnerable residents.

Aggregated and/or Co-Chair Recommendations

The following discrete list of recommendations represents insights generated on an aggregate basis by Committee members and/or made by co-chairs. Specifically, a couple of Transition Committee members engaged and summarized input from a broader set of sources, contributing that input through the website and via email. Additionally, in the final round of input, some of the co-chairs proposed additional recommendations that addressed gaps between the visions and the recommendations that had emerged thus far.

Breaking the Cycle

Deliver on the crisis care clinics and mental health services in a timely way: Ensure they are integrated into the continuum of care.

Increase organizational capacity of CBOs by allowing them to utilize their federally negotiated indirect rates.

Elevate investments in behavioral health services and engage the legislature to help with state-level funding mechanisms.

Prioritize getting people inside first, followed by housing next, and then holistic supportive services that are tailored to individual needs.

Create a King County Department of Community Safety. This would be separate from the Sheriff's Department and be where impact on neighborhood and public safety is the central metric, and where subject matter leadership in accomplishing those impacts can be brought to bear. It would consolidate the different alternative first response teams the County already funds, together with the various County-funded diversion initiatives.

Building for Affordability

Use the County's power as a model employer, issuer of grants/contracts, and regulator to improve job quality: Set a target for King County to develop, deploy, and have a public dashboard for model employer standards (e.g., all employees earning a livable family wage by a certain date, having an apprenticeship program, wage ratio of highest/lowest, etc.); set requirements for recipients of County funds to have certain job quality standards; and establish Good Jobs regulations for county employers writ large that improve and enforce job and wage standards.

Establish a reparative policy strategy and an Office of Freedmen Affairs that includes an anti-displacement fund to remediate the impacts of structural anti-Black racism and improve the quality of life of descendants of American chattel slavery in King County through coordinated policies, investments, programs, and services.

Improve child care access and solutions by protecting and/or expanding Best Starts for Kids (which provides direct child care assistance for families), the Child Care Wage Boost Pilot, and Washington State's Working Connections Child Care subsidy program: The County direct assistance for families program is especially important to enhance because it is not tied to work requirements like the state and federal benefits. For the County direct assistance program, the waitlist is currently at full capacity and opening more slots would be a big win for families in King County.

Boots on the Ground

Establish two-way communication: Create a two-way communication hotline/website where the community can communicate needs, and so that it can lead to community-led policy.

Conduct a partnership needs assessment with both grassroots organizations and municipal leaders to understand where breakdowns in follow-through with the County are happening most often.

Better Government

Mandate de-jargonization & accessibility in communications: Along with using plain English in materials, Translation and Deaf and Hard of Hearing (DHH) interpretation are key. All recommendations and public communications are stripped of government jargon and framed in terms of tangible benefits to residents.

Create a task force on new and innovative revenue generation: To reduce reliance and close the gap on declining federal and state revenue, create a task force to explore innovative ways to generate revenue (e.g., philanthropy, advertising, real estate, culture, recreation, and more).

Ensure DLS functions like the government interface it's charged to be:

- **Restructure the staffing matrix for the King County Department of Local Services (DLS):** Realign its organizational structure to eliminate duplicative executive roles and ensure that leadership capacity is concentrated in positions that most effectively advance operational efficiency and strengthen public-facing service delivery resources captured through the realignment. It should be strategically reinvesting into the roles that deliver direct public benefit, such as community service liaisons, a dedicated contracting unit, a participatory budgeting unit, and an unincorporated King County mobilization manager. This will improve service coordination, community responsiveness, and overall departmental impact.
- **Have DLS collaborate with council districts 2, 5, and 8 to codify the allocation of a portion of county marijuana excise tax revenue and safeguard it for participatory budgeting activities in Urban Unincorporated communities:** Having this consistent funding source ensures investment in underserved communities
- **Establish a multilateral team within the DLS to monitor high value public projects that align with King County Executive's 4Bs:** This team would provide coordinated oversight and intervention, track project performance against equity and service benchmarks, identify barriers to time of service delivery, and ensure that the community priorities remain centered throughout the implementation phase of these projects by integrating expertise from capital planning, permitting, budgeting, and community engagement. The team will create a unified accountability structure that accelerates progress, strengthens cross-departmental collaboration, and ensures that flagship projects deliver measurable public benefit.

Launch an assessment of current permitting and enforcement issues related to homelessness, recreational vehicle (RV) parking, and encampments, and develop a set of recommendations to improve conditions and plug into larger Breaking the Cycle efforts.

Research and establish design requirements for accessibility across County government and deliver a statement on disability-inclusive government planning: Embed accessibility and universal design into every new government system, process, and initiative from conception. This includes designing transit routes, online portals, housing policy, or employment programs with the most marginalized in mind from day one and shifting from accommodation to universal design.

Create a digital service corps (i.e. work with technology companies to offer a role in government, modeled after the U.S. Digital Service created in the Obama Administration:
Create a technology talent pool for deployment in government and non-profits that's funded by companies as a form of service. Note: Microsoft and Amazon both have “civic leave” for workers to take 12 to 18 months to serve in government or non-profit organizations while still receiving benefits and having a job guaranteed upon return.

Focus on geographic equity. King County is not just Seattle. Maintaining a focus on unique pressures and needs throughout the county, particularly South King County, is critical.

Appendix

The Full Suite of Additional Recommendations

[This linked spreadsheet](#) includes the additional ideas generated and collected from Transition Committee members at all levels of engagement including meetings, sticky notes, online form responses, emails, and one-on-one conversations.

In most places, language has been copied exactly as submitted or originally captured. These ideas, unlike those above, have not been workshopped by the subcommittees.

Topics stemming from multiple subcommittees (i.e. Housing suggestions came from members of both Breaking the Cycle and Building for Affordability; community consultations from all of them; etc.) are denoted that way in the spreadsheet and the sheet is designed to allow you to sort by overarching topic as well as by subcommittee. Note – where possible, related or duplicate ideas have been blended.

Recognizing the Committee

We are grateful to the many people who stepped up to serve on the Girmay Transition 2025 Committee. They came with their whole selves and modeled the collaboration, creativity, and boldness we want from the new King County Government.

Co-Chairs

Co-chair Doug Baldwin, CEO, Vault89 and Founder, Family First Community Center

Co-chair Katie Garrow, Executive Secretary-Treasurer, MLK Labor

Co-chair Esther Lucero, President and CEO, Seattle Indian Health Board

Co-chair Brad Smith, Vice Chair and President, Microsoft Corporation

Full Transition Committee

Bilan Aden, Vice President and Co-Founder, African Community Housing and Development

Dominique Alex, CEO, Mary's Place

Hyder Ali, Co-Founder and Trustee, Muslim Association of Puget Sound

Jennifer Allen, CEO, Planned Parenthood Alliance Advocates

Danielle Alvarado, Executive Director, Fair Work Center and Working Washington

Monty Anderson, Executive Secretary, Seattle Building and Construction Trades Council

Carey Anderson, Senior Minister, First AME Church

Jared Axelrod, Head of Executive Engagement, Public Policy at Amazon

Elizabeth Aylward, Community Leader

Sheila Babb Anderson, President of Housing and Homelessness, Champion Advocacy Fund

Amy Barden, Chief, City of Seattle Community Assisted Response and Engagement (CARE)

Kenan Block, Owner and CEO, Kenan Block Media & Communications

Jane Broom, Senior Director, Microsoft Philanthropies

John Carlson, President, Kemper Development Company

Leslie Chihuly, President and CEO, Chihuly Studio

Lisa Daugaard, Co-Executive Director, Purpose Dignity Action

Will Daugherty, President and CEO, Pacific Science Center

Robert de los Angeles, Chairperson, Snoqualmie Indian Tribe

Stacy Dym, Executive Director, The Arc of King County

Trish Dziko, CEO, Technology Access Foundation

Mohamed Egal, SeaTac Mayor

Jaison Elkins, Chairman, Muckleshoot Indian Tribe

Robert Feldstein, Executive Director, Sound Cities Association

Jim Ferrell, Federal Way Mayor

Efrem Fesaha, CEO and Founder, Boon Boona Coffee

Leonard Forsman, Chairman, Suquamish Tribe

Kia Franklin, Former Executive Director, Stand for Children Washington

Tom French, Lake Forest Park Mayor

Mimi Gan, Founder and Creative Director, Mi2 Media

K. Wyking Garrett, President and CEO, Africatown Community Land Trust

Adam Glickman, Secretary-Treasurer, SEIU 775

Nicole Grant, Government Affairs and Political Director, IBEW Local 46

Angela Griffin, CEO, Byrd Barr Place

George Griffin, President and CEO, G3 & Associates

Khalil Hamiduddin, Political Coordinator, SEIU6 Property Services NW

Toshiko Hasegawa, Port of Seattle Commissioner

Jon Hoekstra, Executive Director, Mountains to Sound Greenway Trust

Joy Hollingsworth, Seattle City Councilmember

Renee Hopkins, CEO, Alliance for Gun Responsibility

Lynn Hubbard, Board Member, Seattle Center Foundation

Marianna Hyke, Political Coordinator, Western States Regional Council of Carpenters

Cinthia Illan-Vasquez, Executive Director, The Washington Bus

Shamso Issak, Executive Director, Living Well Kent

Michael Itti, Executive Director, Chinese Information and Service Center (CISC)

Cherryl Jackson-Williams, Board President, Homestead Community Land Trust

Robert J. Jones, President, University of Washington

Karen Kalish, Philanthropist

Sommer Kleweno Walley, CEO, Harborview Medical Center

Marcus Lalaro, CEO, Sugar Shack Limited

Samantha Le, President and CEO, Seattle Southside Chamber of Commerce

Suzi LeVine, Former United States Ambassador to Switzerland and Liechtenstein

Anne Levinson, Former Seattle Municipal Court Judge

Clayton Lewis, Member, Harborview Board of Trustees

Darrell Lowe, Chief of Police, City of Redmond

Treasure Mackley, Executive Director, Invest in Washington Now

Nicole Macri, Washington State Representative

Michael Mann, Executive Director, Clean & Prosperous Institute

Mike Mansanarez, President, King County Police Officers Guild

Tom McLeod, Tukwila Mayor

Alexis Mercedes Rinck, Seattle City Councilmember

Michelle Merriweather, President and CEO, Urban League of Metropolitan Seattle

Nate Miles, Board Member, NAACP Foundation

Joe Mizrahi, Secretary-Treasurer, UFCW 3000

Greg Moga III, Principal, Moga Investments

Hamdi Mohamed, Port of Seattle Commissioner

Donna Moodie, Chief Impact Officer, Urban League of Metropolitan Seattle

Stefan Moritz, Secretary Treasurer, UNITE HERE Local 8

Mirya Muñoz-Roach, CEO and Executive Director, Society of St. Vincent de Paul

Joe Nguyen, Director, Washington State Department of Commerce

Salim Nice, Mercer Island Mayor

Lisa Nitze, Chairwoman and Principal, Nitze-Stagen

Roxana Norouzi, Executive Director, OneAmerica

Barb Oliver, Director of Operations, Sound Foundations NW

Tina Orwall, Washington State Senator

Rafael Padilla, Chief of Police, City of Kent and President-elect, Washington Association of Sheriffs and Police Chiefs

Michael Parham, Former Senior Vice President and General Counsel, RealNetworks

Jamie Pedersen, Washington State Senate Majority Leader

David Perez, Partner, Perkins Coie

Ed Prince, Renton City Councilmember

Rogelio Riojas, President and CEO, Sea Mar Community Health Centers

Laura Marie Rivera, Founder, Intuitionship

Chris Roberts, Mayor of Shoreline

Catherine Roche, President of the Board of Trustees, Seattle Art Museum

Paula F. Sardinas, President and CEO, FMS Global Strategies

Jon Scholes, President and CEO, Downtown Seattle Association

Jaelynn Scott, Executive Director, Lavender Rights Project

Ben Secord, Artist Manager

Alice Shobe, Global Director, Amazon Community Impact, Amazon

Rebekah Shrestha, CEO, Jewish Family Services of Seattle

Gregg Small, Executive Director, Climate Solutions

Jazmine Smith, Director of Local Advocacy, Futurewise

Rachel Smith, President, Washington Roundtable

Bill Sterud, Chairman, Puyallup Tribe of Indians

Chipalo Street, Washington State Representative

Cynthia Stroum, Former United States Ambassador to Luxembourg

Dexter Tang, Terran Management LLC

Eli Taylor Goss, Executive Director, Washington State Budget and Policy Center

Lalita Uppala, Executive Director, Indian American Community Services

Alesha Washington, President and CEO, Seattle Foundation

Terry White, Former General Manager, King County Metro

Maria Williams, President, Teamsters 117

Christina Wong, Interim CEO, Washington Conservation Action

Eric Zimmerman, Mayor of Normandy Park

One-page view of the first round of top recommendations



SUBCOMMITTEE

BREAKING THE CYCLE

Short-Term

- Treat this like the crisis that it is
- Document the current components of the cycle
- Assess everything. Fund what works, stop what doesn't
- Integrate a discharge plan in the launch of the Capitol Hill Crisis Care Center
- Consider resurrecting the Right-of-Way Encampment Resolution Program
- Make 500 affordable places available in 500 days

Long-Term/Both

- Invest more heavily in prevention and early intervention
- Fund the full continuum of care

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BUILDING FOR AFFORDABILITY

Short-Term

- Establish a Tribal Consultation policy and Urban confer
- Reform residential permitting
- Create an Office of Labor Standards

Long-Term/Both

- Integrate Transit-and-Trail Oriented Development (TOOD)
- Deliver more pathways to upward mobility
- Grow first-time homeownership

VALUES & DESIGN PRINCIPLES

- Equity & Belonging
- Repairing History of Slavery
- Respecting Tribal Rights
- Uplifting Immigrants & Refugees
- Focus on Outcomes Systems, Not Silos
- Freedom to Learn from Failure
- Collaboration

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BOOTS ON THE GROUND

Short-Term

- Coordinate a culturally and linguistically relevant rapid response plan
- Create a Mayors, Tribal Leaders, and Unincorporated Area Leaders Advisory Council
- Open an Office of Immigrant & Refugee Affairs
- Build capacity and lower barriers to County contracting

Long-Term/Both

- Launch County "Pop Ups" to set up permanent satellite offices
- Build the skills, capacity, and leadership for civic participation
- Better tell the story of government's impact on community outcomes
- Deploy trained navigators into communities
- Deliver world-class and universal customer service

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BETTER GOVERNMENT

Short-Term

- Build and empower the right team
- Establish countywide outcomes and accountability
- Target high-visibility wins. E.g. Contactless and frictionless transit card; Regional crisis response pilot
- Create a "best practices" and ideas intake portal
- Convene an intergovernmental coordination table
- Improve customer service

Long-Term/Both

- Achieve structural fiscal sustainability and propriety
- Integrate citizen experience across governments ("No Wrong Door")
- Modernize technology for resilient, data-driven services
- Build a unified regional crisis response system (scale the pilot)
- Assess and complete the Harborview capital initiative and showcase good governance