



**Submitted to the City Council
By Pete Rose, City Manager
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Table of Contents

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| | |
|---|-----------|
| Executive Summary..... | 6 |
| Overview: A Regional Social Problem; a Local Land Use Problem..... | 8 |
| Background..... | 10 |
| Woodinville Tent City4: A Success Story..... | 11 |
| Leadership..... | 11 |
| Public Comment/Testimony..... | 13 |
| Public Safety..... | 13 |
| Partnership..... | 14 |
| City Communications..... | 16 |
| Site Location..... | 17 |
| Management and Control..... | 18 |
| City Regulations For Homeless Shelters..... | 18 |
| Emergency Ordinances..... | 19 |
| Temporary Property Use Agreement..... | 20 |
| Temporary Use Permit/SEPA Appeal..... | 20 |
| Impacts..... | 23 |
| Insights..... | 27 |
| Recommendations..... | 28 |

Executive Summary

Purpose of Report

The intent of this Report is an end-of-term report to the City Council to chronicle the events and experience of having Tent City 4 (TC4) in Woodinville. It is likely to also be used for multiple purposes by a varied readership. It's a chronology of events involving the potential and actual establishment of a homeless encampment, Tent City4 (TC4), near and within Woodinville's jurisdictional boundaries. The Report describes the legislative actions and administrative permitting process used to allow TC4 on city-property. Readers will learn of the community relations issues associated with this community crisis and the City's efforts to continually maintain balance in protecting all peoples' right to privacy, safety, free speech and city services. The City's response and internal coordination are described herein, intending to assist future government jurisdictions to be proactive should a homeless encampment located within their community.

Overview

Tent City 4 is a regional social problem that is played out as a local land use problem. Cities (or the county in unincorporated sitings) control local land use and processes to change it or to permit qualifying uses temporarily that would not qualify on a permanent basis. Local land use can be pre-empted, as with the RLUIPA. Land use opposition primarily comes over adjacent uses and environmental impacts, which are measured against the law, (local, state and federal). If the law says it is allowable, adjacent uses and environmental factors tend to become considerations by which the use is conditioned. All of this is played out by prescribed process – due process – a land use precept that has been tested and affirmed by courts over time. The presence of a pre-emption may serve to limit the conditioning and confuse the due process.

All of these factors were at play in the land use permit application to temporarily site TC4 in Woodinville. The City of Woodinville affirmatively chose to pre-empt on its own terms the RLUIPA siting of an unpermitted TC4 encampment at the NUCC property by enacting an ordinance that legally placed it on its own property. This was done in an offer that the siting parties could refuse, but did not. In doing so, it creatively and positively responded to the regional social problem, restored due process to the land use issue and provided the basic elements of a successful stay of the encampment. It did so with respect and dignity to all involved and enabled all to present their opinions even when the tone of discourse and behavior varied along the continuum of respect. When the opposition legal challenges delayed the original planned time frames, a united City Council stuck to its basic decisions and kept its legal agreement to use the property in play while the temporary permit due process played out.

Background

Woodinville's experience with TC4 is unique to itself. Readers will learn the chronology of events that occurred from the time the City learned TC4 was coming to Woodinville. This process was like no other the city organization has experienced. The background chronology will show how this was a land use process that was co-opted by a contentious regional issue: using homeless encampments to contribute to the solving current homelessness.

Woodinville TC4: A Success Story

Woodinville City officials should consider the TC4 experience a success. Some contributing factors include the leadership of Woodinville elected officials and staff, due process afforded by the temporary use permit process, partnerships between and among government agencies, faith-based organizations and S/W to and a commitment to public safety and public information. The site location of the vacant future park property contributed to the success of TC4 residents' ability to reach the local employment placement office, transit services and retail stores.

Management and Control

With TC4, the City played a hand of cards dealt to it by others. The encampment was coming to Woodinville – the question was not when but where. The City Council adopted policy effectively manage and control a public health and safety issue. The City's temporary use permit zoning regulations, emergency ordinances and permit and appeal processes brought control to a complex issue.

Impacts

The issue of homelessness and a homeless encampment brought impacts and impressions to the community at-large, the camp's potential and actual neighbors and the City government organization.

Insights

TC4 continues to be a learning experience for the City organization. We gained some operational experience, professional development, and stronger connections with government counterparts and community members. We gained motivated anti-S/W and anti-encampment adherents who will argue Woodinville set a bad precedent.

Our greatest insight to offer others comes from our continual challenge to anticipate all outcomes. Some were easy to detect; others were not. The request for a Temporary Restraining Order (TRO) and injunction were expected. The appeal of the City's Determination of Non-Significance (DNS) for the TC4 proposal should have been anticipated. The enabling ordinances should have anticipated multiple turns and delegated appropriate authority to avoid repetitive runs at the same issue.

Recommendations

This experience has been like no other for Woodinville. The City was continuously challenged to serve and protect all citizens' right to privacy, safety, free speech and municipal services. Recommendations are contained in this document to alert Council and other jurisdictions of things to consider. The top recommendation Council may wish to consider is declaring a moratorium and retooling the TUP ordinance to fairly rate a homeless encampment.

---Pete Rose, City Manager, City of Woodinville

Overview

Regional Social Problem; Local Land Use Problem:

Tent City 4 is a regional social problem that is played out in multiple locales as a local land use problem. The social problem of central Puget Sound homelessness is indisputable as evidenced by one night count numbers that estimate up to 8,000 are homeless in King County and up to 2,500 are unsheltered. The City of Woodinville participates in solving this problem through its ARCH sub-regional partnership, including ARCH participation in the Committee to End Homelessness, its investment in affordable housing projects and its investment in transitional housing projects. At costs exceeding \$150,000 per unit for a conventional transitional housing project, it is easy to see that transitional units are a part of the solution, but will not be the central solution for years. Another form of unit with walls and roof that falls between shelter and transitional unit is likely to be a larger part of the solution and that solution is going to take time, money and partnership.

At the same time, there are unsheltered now. Organized homeless encampments are a form of temporary solution that is in use in other locations and came into being in King County as a result of SHARE/WHEEL proposing one on City of Seattle land to protect street homeless during the World Trade Organization meetings in Seattle in December of 1999. A negotiated solution failed and an encampment was eventually established by the sponsorship of a Seattle church and subsequently legitimized in Seattle in a consent decree by the court. That consent decree established some of the current characteristics of the camp – 90-day stay and 100 person limit chief among them. It also agreed there would be one at a time in Seattle. As a result, they started to be located in other places. Encampments in Shoreline, Burien and Tukwila resulted in some original concern by neighbors, but it died down relatively quickly. The proposed siting at Brickyard and the actual sitings at Bothell and Woodinville combined the lack of notice and more vociferous continuing (rather than just local) opposition that may be a redefining of the issue from a central city issue to a suburban ethos.

Local Land Use & RLUIPA:

Cities (or the county in unincorporated sitings) control local land use and processes to change it or to permit qualifying uses temporarily that would not qualify on a permanent basis. Woodinville code allows temporary uses for a period of up to 60 days through a permitting process if they meet several rather general criteria. It is safe to say that those criteria did not anticipate measuring homeless sheltering via encampment. Local land use can be pre-empted, as with the RLUIPA. The federal Religious Land Use and Institutionalized Persons Act of 2000 basically pre-empts local governments from disallowing uses on religious land within the broader mission of the church and which are otherwise discriminatory (could be allowed for other users or in other zones). It was an act that enjoyed powerful bi-partisan sponsorship and a strong affirmative vote. A scan of Internet stories showed that homeless shelters are a common, yet occasionally locally controversial use of this Act, but churches have been providing shelters in the form of four walls and a roof for a long time. Shelters in the form of encampments are a pushing of this envelope and are not as common. There is little case law to test this recent federal law other than that being generated by local cases, and none of that seems to be making its way up the appeals chain to be instructive and binding. The use of RLUIPA to site local homeless encampments is a point of nexus between the regional social issue and local land use laws and processes. True to form in complex issues, proponents and opponents get to argue

their strongest points in public forums or media events regardless of whether they are germane to the land use decision at hand.

Conditioning Local Land Use Processes:

For the City of Woodinville, this issue began and ended with a land use decision. While not formally binding, there was no reason to hypothesize that the court would find that the NUCC RLUIPA siting could be prevented for lack of a completed permitting process since the basic facts were the same as the Bothell situation. Land use opposition primarily comes over adjacent uses and environmental impacts, which are measured against the law, (local, state and federal). If the law says it is allowable, adjacent uses and environmental factors tend to become considerations by which the use is conditioned (but allowed). All of this is played out by prescribed process – due process – a land use precept that has been tested and affirmed by courts over time. The presence of a pre-emption may serve to limit the conditioning and confuse the due process and it is fair to say that it has in the past three TC4 sitings. All parties would be served to get this process better defined. For the NUCC first application in Woodinville, it was clear to see that the TUP criteria would allow the permitting.

Site Characteristics Drive Different Decision:

While the basic facts were the same as Bothell, the qualities of the proposed site differed materially in the eyes of Woodinville officials. The City of Woodinville was committed to having a successful camp if it indeed was to come to Woodinville. The ability to assure good on-site services and remoteness from good bus, commercial, employment and health services were reasonable issues that needed a full land use process to decide. All of these land use factors were at play in the land use permit application to temporarily site TC4 in Woodinville. The City of Woodinville affirmatively chose to pre-empt on its own terms the RLUIPA siting of an unpermitted TC4 encampment at the NUCC property by enacting an ordinance that legally placed it on its own property. This was done in an offer that the siting parties could refuse, but did not. In doing so, it creatively and positively responded to the regional social problem, restored due process to the land use issue and provided the basic elements of a successful stay of the encampment. It did so with respect and dignity to all involved and enabled all to present their opinions even when the tone of discourse and behavior varied along the continuum of respect. When the opposition legal challenges delayed the original planned time frames, a united City Council stuck to its basic decisions and kept its legal agreement to use the property in play while the temporary permit due process played out.

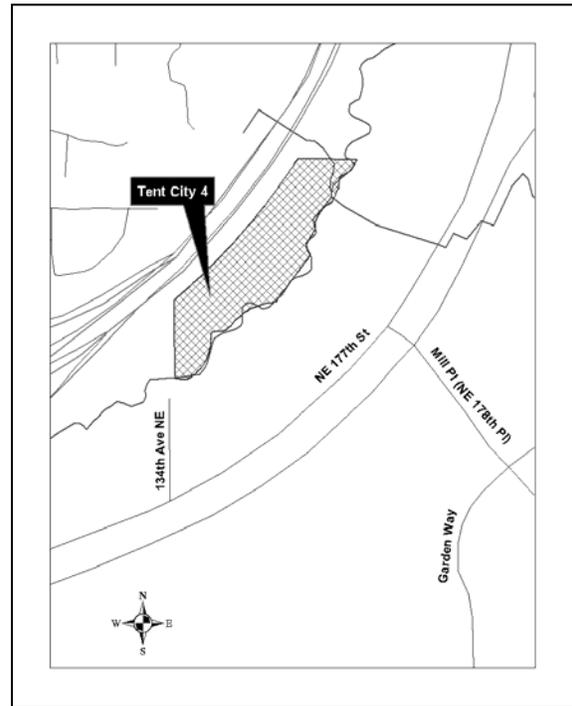
What This Report Is Not:

This report does not propose to deliver the work of other agencies: the CACHE or dissenting report. It does not deliver the arguments of opposition other than to make points about the City's handling of the process. While it makes recommendations, it does not advocate repeating the Woodinville template elsewhere.

Background

In early August, 2004, the City received a Temporary Use Permit application from the Northshore United Church of Christ (NUCC) for a homeless encampment to be located on private, church-owned property. All legal noticing and public comment processes associated with church application were initiated by the Community Development Department.

An early evaluation of Woodinville church sites determined this site did not meet all site requirements established by SHARE/WHEEL (S/W), a joint homeless advocacy agency that created and manages fourteen homeless shelters and two Tent City encampments. The City recognized the inadequacies of the church site, including site constraints, poor bus service, distance from commercial area, distance from employment opportunities and distance from health services. Neighborhood concern was primarily focused on assertions of incompatible land use (low density residential and proximity to schools), issues which did not move a judge to prevent the siting in Bothell. The City recognized that these site-related issues could not be resolved without a full permitting process before the camp moved in under RLUIPA pre-emption and offered undeveloped City-owned land purchased for a future park as an alternative. The property is located north of Woodinville's central business area, in a General Business Zone among commercial uses and light industrial businesses. The site was and is in close proximity to transit, retail, health care and job opportunities.



As a response to protect the public health, safety and welfare, the City Council used its emergency powers to enact legislation that allowed the encampment to be sited on the city property via a contractual agreement. The ordinance required that the City Manager execute an Agreement between S/W and local sponsoring church for the use of city property. The parties could have rejected the offer and have gone ahead with the NUCC site, in its as-yet unpermitted state. S/W and the camp accepted the site and NUCC accepted the church sponsorship. The Agreement served as a surrogate for a conditional permit until the Temporary Use Permit (TUP) process was complete. At the point the legislation was passed and the agreement signed, the siting of the camp was legal. State statutes give cities broad powers to enact emergency ordinances and this use of those powers was clearly allowed under law.

The Agreement defined specified milestones for S/W to act such as accepting the Agreement, notifying the City of its next location, and ensuring the City it is working to obtain permits for its next location. The Agreement required that TC4 abide by its own Code of Conduct, protect environmentally sensitive areas on the site, and allow inspections by government representatives.

Additionally, S/W was to encourage its residents to participate in City volunteer programs. The Agreement also required NUCC to obtain and maintain general liability insurance.

When S/W accepted the City's alternative site, the original TUP application was withdrawn. A new application for the City-owned site was applied for in mid-August and again all public comment and legal noticing was provided. Due to an appeal of the SEPA environmental determination associated with the TUP application, a combined Public Hearing by an independent Hearing's Examiner was held in late September. Public testimony was accepted at this hearing for the TUP application and the appeal. The Hearing's Examiner granted the TUP and denied the appeal.

The noticing and scheduling of the SEPA appeal threw off the timing of the agreement, which would have passed its 40th day on September 23. The City Council was determined to see the TUP due process through and passed Ordinance No. 372, designed to allow the City Manager the authority to extend the voluntary agreement on the property for the length of the TUP process and appeals. To keep faith with the desire to keep the TUP process primary, the City Manager only granted an extension for five weeks or the end of the TUP process, whichever came first. This had the effect of going only as far as it took for the TUP to be issued or denied. During the pendency of that decision, City staff had notified S/W that the camp had to be prepared to evacuate if the permit was denied.

Tent City4 (TC4) relocated to Woodinville on August 14 and moved to the property of St. John Mary Vianney Catholic Church in Kirkland (unincorporated King County) on November 20, two days prior to the expiration of the TUP. The permitting agency for the Kirkland site is King County Department of Development and Environmental Services.

Woodinville TC4: A Success Story

From the beginning, a key message to the public and media was that what would be Woodinville's experience with TC4 would be done "the Woodinville Way". That has turned out to be different than other jurisdictions. It involved using a piece of public property, a major issue in Seattle and King County, but experience showed it to be a non-issue and the City Council does not even consider it to be a precedent in Woodinville. TC4 relocated from St. Brendan's Catholic Church in Bothell to Woodinville to the first site with a 24-hour shower and with a positive attitude by staff and public safety toward good camp management from the beginning. Although this Report may make reference to the City of Bothell, the two experiences should not be compared with one another because the final sets of facts were different.

City officials pledged a public process and delivered on that promise based first and foremost on its leadership. Assurances to due process, partnerships, and public safety were the foundation of the successful stay.

Leadership

The City Council was responsive to community concerns raised when the NUCC intended to host TC4. It recognized the deficiencies of the church property and sought an alternative site. The deficiencies as noted above weighed by the City were those to

make a successful camp. Other concerns by the neighborhood related to low-density residential zoning and proximity to schools did not seem to move the judge in the Bothell case, but it would take a full land use permitting process to determine whether conditions to deal with those concerns would be imposed by the hearings examiner. As a positive alternative, a 6+-acre, undeveloped, future park parcel was offered to S/W and NUCC.

Within its legislative authority, the Council enacted ordinances that allowed for the temporary use of this property for a limited duration. The initial ordinance No. 369, (Attachment 1) best served the City's ability to allow for an effective and reasonable public process and to successfully regulate TC4 during its stay. It took nearly all of the community concerns off the table and allowed the permitting process to run its course without testing some of the major externalities raised in the community meetings – which should be seen as its own success. Another measure is that in-City opposition dropped to almost nothing, leaving those regionally opposing RLUIPA exemption siting and the concept of tent encampments as a homeless alternative as the main driver for opposition. An additional 3 ordinances strengthened the first by affirming the City Manager's responsibilities and temporarily amending land use codes that established an exception to the City's temporary use permit and camping requirement where the proposed use at issue has been authorized through a valid, written agreement with the City.

The City's actions were challenged both in Superior Court and in the land use permitting process. Two groups filed for temporary restraining orders, which were heard on August 13. With a little more than one hour to review the pleadings, the City Attorney successfully defended the City's ordinance and actions. One group followed through with a lawsuit. It was the owner of Woodinville Business Center #1 (WBC #1) property and buildings, a commercial business center with several tenants. It went to the preliminary injunction stage about 10 days later, but the City again prevailed. It is understandable that one of the closest businesses (actually second closest after the MAC tow yard), would have some concern about potential impacts on business. The City reached out to the actual businesses, and after three meetings set to discuss concerns after the camp went in were completely unattended, it is safe to assume that the concern did not bear out in reality. The lawsuit is still active as of this writing, but communications between lawyers indicates it will be dropped now that the facility has moved.

Just as Woodinville prepared for the possibility of TC4 coming to its jurisdiction, so have other eastside cities. Woodinville staff has shared the TC4 experience, including site tours, to surrounding cities. As directed by Council, the City Manager and staff made affirmative efforts to lay out the issues and make it easier on future potential hosts. Approximately 20 cities, the ARCH Board and King County have been given information. Feedback on how Woodinville has handled this TC4 situation has been almost uniformly positive from other jurisdictions.

Public Comment/Testimony

For purposes of this Report, public comment refers to remarks made to elected or appointed officials at non-Public Hearing meetings. For example, individuals that addressed the City Council provided public comment. Individuals that addressed the Hearing Examiner during the September 30 combined public hearing, gave public testimony. Their testimony is referenced below in the Management and Control section.

The City of Woodinville provides two opportunities for public comments at each of its regular meetings. This was a popular feature for both proponents and opponents early in the more than three month period, but became nearly the sole province of opponents toward the end. Public comment was given at seven of the eleven City Council meetings held from August 10 through November 15, 2004. The City also received over 300 citizen emails commenting on both proposed sites, the issue of homelessness and the City's response to TC4. Many of these seemed to be an effort at record-building for the regional issue as much as expressing a sentiment for a pending or recent City Council decision.

The issuance of a State Environmental Policy Act (SEPA) determination of non-significance (DNS) for the proposal and three emergency ordinances also afforded a public comment period. Notification of the determinations was published in the Woodinville Weekly newspaper.

Public Safety

Intense public demand called for City officials to stop TC4 from coming to Woodinville or imposing abatement orders if it did come to NUCC's property. During two neighborhood informational meetings held by NUCC following its announcement to host TC4, there was expectation from some public in attendance, and even demand from some, that there be 24/7 police protection. Immediate neighbors expressed concern about children attending public and several private schools in close proximity to the encampment. While the City's choice to offer the public property resulted in those concerns being dropped, from the long-term regional perspective, that choice did not provide a process to play out and determine how such adjacent land uses can be compatible and what conditions a Hearing Examiner will impose to make them so.

The City's key public safety message was that it would commit to allocate the resources necessary to manage and monitor the site. Woodinville law enforcement officials would seek similar permit conditions as those Bothell had placed on TC4 regarding warrant checks of existing and incoming dwellers and being notified when someone was barred or ejected from the camp. The issue of background checks has been addressed by courts that a person's identity is constitutionally protected.

Woodinville Police, a contracted service of the King County Sheriff's Office, pledged to make daily area checks and respond to 911 dispatch calls to the site. KCSO deputies and Woodinville officers averaged 2.5 daily checks from August 14 to November 22. Fifteen police case reports were filed in association with the encampment. Six arrests were

made; none involved victimization of a Woodinville resident. Two arrests resulted from warrant checks performed by TC4 security on individuals trying to enter the camp. Four arrests were the result of police investigations and occurred off-site. In addition to the arrests, officers investigated claims of theft, lewd comments, and public intoxication. Most investigations were the result of individuals who had been denied entry or barred from the encampment.

The City's Code Enforcement Officer conducted regular site inspections to ensure compliance with the terms of the Temporary Property Use Agreement and the Temporary Use Permit. No violations were noted in 30-plus inspections. At times Fire Inspectors also conducted site inspections to ensure compliance with fire codes, particularly the proper use of extension cords, maintenance of fire extinguishers and safe operation of cooking appliances in the designated community tent.

S/W's self-imposed "Code of Conduct" was a prime condition of the Temporary Property Agreement and the temporary use permit. The Code prohibits drugs, alcohol, weapons, violence and violations of local laws. It ensures residents' compliance and those found in violation were typically barred from the camp. It should be noted that the City of Woodinville did not guarantee that the camp rules would not be violated, nor did it guarantee that S/W would manage the camp in the way its critics would have them do it. By analogy, the City has several permitted temporary uses going on at this time in Woodinville. They are conditioned and are reviewed periodically to see if codes and conditions are being followed. The City did not attempt to examine the books and practices of those organizations applying for the land use, nor will it until land use law changes significantly. That was the approach taken with TC4. By the way, those temporary uses are for individuals and groups selling trees for an upcoming holiday.

Prior to establishing in Woodinville, City maintenance crews mowed grass and placed gravel on the property and sensitive areas were delineated on the site to ensure safe and proper placement of tents. Residents were instructed to remain outside the wetland and stream buffers, unless working on the volunteer habitat restoration project. The City assured that utilities would be provided to the site so the camp had a reasonable chance to maintain itself rather than seeking basic needs such as showers and hot water out in the community.

Partnerships

In April, when King County announced TC4 would relocate to the Brickyard Park & Ride lot, city officials became connected with the community dialog. City staff opened a liaison with City of Bothell and King County (Community and Human Services) staff. Woodinville law and code enforcement personnel visited Bothell TC4 and began building relationships with S/W representatives and TC4 residents. These efforts prepared city officials for the "real deal."

NUCC accepted the role as TC4 sponsor and is co-applicant on the TUP application. It quickly coordinated and strengthened existing relationship among the greater Woodinville faith community. An informal organization, WoodinvilleCARES ("WC") was formed quickly and invented its own processes to identify and serve the daily needs

of TC4. WC established a functional organization with lead volunteers managing meals, laundry, transportation and supplies. It exchanged information among its volunteers via email and shared its works with the public via its website (www.woodinvillecares.org). It issued news releases to the media and members often testified at public meetings. This was similar to the coming together of the ecumenical community and other key players following the 9/11 disasters and kept going through the annual Community Summit coordinated by the City. It would be useful for the City to examine whether there is any long-term value in this group to participate in local human services.

Through the leadership of NUCC and the coordination of WC, over 80 meals were served at TC4. Close to 30 faith communities and churches provided meals. In addition to the meals, other volunteers, including the Woodinville Montessori School, brought food for breakfasts and snacks. Woodinville McDonalds and Dairy Queen routinely donated ice for camp coolers. The Business Law class at Bellevue Community College incorporated serving meals at TC4. NUCC and WC report that within the first week, meal assistance became very spontaneous. Several volunteer groups, including the Business Law class, expressed interest in continuing support at the Kirkland site.

Each Monday, NUCC members picked up laundry from the camp and delivered it to Overall Laundry of Everett, WA, which donated its laundry services.

Organized supply and clothes “drives” were held. The Red Lion Inn Hotel (Bellevue, WA) donated coats and hygiene supplies. A Woodinville Girl Scout troop sought door-to-door donations through a neighborhood collecting items. One teenager worked jointly with Walmart for supplies. Donations bin were set up at churches, schools and a local Curves exercise center. Some individuals sought out unsold garage sale items.

A partnership between the City and TC4 residents resulted in a habitat restoration volunteer project that netted the City over 120 volunteer hours from TC4 residents. An area approximately 5,000 square feet on site was cleared of invasive vegetation, mulched and planted with native plants. This restoration has enhanced the habitat of fish in the Little Bear Creek and the aesthetics of the site. TC4 residents also participated in the City’s Salmon Watcher Program and Sammamish ReLeaf restoration event, giving an additional 34 volunteer hours.

TC4 Volunteer Project



Tent City4 volunteers and city staff clear invasive plant materials from approximately 5,000 square foot area adjacent to Little Bear Creek (left photo). The area was restored with native vegetation including Red Twig Dogwood, Pacific Dogwood Red Cedar and Oregon Grape (middle photo). TC4 volunteers and staff on site at the completion of the project (right photo).

City Communications

The need for public information about TC4's impending relocation to Woodinville became evident when NUCC announced it would host the encampment. On July 26 NUCC church officials contacted City officials and expressed great interest in being the next host site. In keeping with our pledge to provide a public process should TC4 come to Woodinville and to prepare for the high likelihood that TC4 would come to Woodinville, the City announced on July 28 it would host an informational meeting on August 10 to provide information and receive public comment about temporary shelters for the homeless.

On August 1, NUCC announced its decision to host TC4 to the public and media. On August 2, NUCC and S/W jointly applied for a Temporary Use Permit application to host the camp on church property for 90 days, beginning August 14.

In early August, the City established two prime means of public information – a dedicated “Tent City4” webpage on the City’s public website (www.ci.woodinville.wa.us/events/tentcity4.asp) and a Citizen Information Line. Additionally, the City’s Communications Coordinator became the primary contact for citizen and media inquiries.

In the 4 weeks following NUCC’s announcement, the City Council and staff were inundated with citizen emails and phone calls. The media – newsprint, television and radio – were covering the story. Over 40 newsprint articles from the Woodinville Weekly, King County Journal, Seattle Times and Seattle Post Intelligencer (and one in USA Today) were published from late July to mid-November. Local radio and television also covered the story.

In order for the City Council to enact legislation that would allow the legal establishment of TC4 on city property, the August 10 informational meeting was re-publicized as a Special Meeting of the Woodinville City Council. An informational packet, including the Meeting Agenda (*Attachment 3*), proposed legislation, and an informational “Understanding Temporary Shelters for the Homeless” Q&A handout (*Attachment 4*) were distributed at the meeting. Staff, the Fire Marshal and volunteers managed a crowd of 250, encouraging advanced sign-up to address the Council and advanced written questions. The City communicated its permit process, denoting timelines, in all of its public information efforts.

To best manage and meet the demand for public information, the City instituted an email distribution list following the August 10 Special Meeting. Any “update” was first emailed to the City Council and staff and then distributed externally. As of November 30, 124 persons are on the distribution list and 15 updates were distributed. Eight (8) updates were posted to the City’s Information Line.

In keeping with the Temporary Property Use Agreement, the City planned several outreach meetings with businesses which had become the immediate neighbors of TC4. There was no attendance at the first two meetings. The City’s Code Enforcement Officer conducted door-to-door outreach and received no complaints. Businesses

received a mailing encouraging them to contact the City should they find they have issues with TC4. No contact was made. During the final week of TC4, these businesses received a letter of appreciation from the City Manager.

Woodinville's public information program is managed from the Executive Department, primarily through the Communications Coordinator. Pre-established media relations policies and procedures assisted in the City's effective response.

Internal communications were incorporated in to the City's response efforts. Weekly coordination meetings were held with key staff. City news releases and TC4 web updates were first distributed to the City Council and staff and then to the public.

Site Location

During the spring, City staff evaluated Woodinville area church sites against the site requirements established by S/W:

- ◆ Site size: 150' x 100 flat surface
- ◆ Site located ½ mile from a bus line
- ◆ Access for sanitary facility maintenance
- ◆ Power/electricity
- ◆ Water

The evaluation revealed that Woodinville Alliance Church appeared to best meet the criteria; Northshore United Church of Christ least met the criteria. A detention pond centered in the camp area

minimized the area for tents. The site would be minimally serviced by transit, with the main line picking up no passengers in one direction during the day. Downtown Woodinville and reasonable access to retail, the Park & Ride, employment and health services was 2+ miles from the site.

After NUCC's announcement, the City considered alternate sites, including property within the zone(s) that outright allow a temporary shelter for homeless. Undeveloped open space and future park properties were considered. The "Lumpkin" property, purchased by the City in 2001, is a 6+-acre site located within a General Business zone having mainly commercial offices and light industrial uses along Little Bear Creek Parkway (NE 177th St.) in downtown Woodinville.

Woodinville was fortunate to have this parcel to offer S/W. Opponents challenged the City's decisions to host TC4 on its property because, in their opinion, it set a precedent for future sitings. This challenge was refuted in the Hearing Examiner decision granting the TUP which states TUP's are "highly site specific and just because this particular property was used for a homeless encampment does not mean it will be used in the future, nor will it bind the City for other possible uses in the future."



Northshore United Church of Christ proposed tent site.

Once established on this site, TC4 residents were less than 1/2 mile from a bus stop and 3/4 mile from the Woodinville Park & Ride lot. Woodinville Labor Ready, an employment placement company was located within 1 mile from the camp and was an easy walk for residents. It made frequent day labor placements for camp residents. The City became aware that some TC4 residents gained employment within Woodinville. A Laundromat, grocery, surplus store and a hardware store were located within blocks from the campsite to serve day-to-day needs. The nearest public health clinic was located in Bothell at a site with which residents had become familiar during the St. Brendan's siting.

Management and Control

Due to this particular situation being a proposed RLUIPA siting and due to the existence of the encampment in Woodinville prior to a full permit process, the City of Woodinville's experience of regulating the site and having the user regulate its activities evolved from an examination of City regulations to the emergency ordinances resulting in the temporary property use agreement and then to a permitted site under a TUP. This section chronicles that evolution and examines how the City worked with what it had to handle an unusual situation.

Woodinville's proactive response to the potential for a homeless encampment to come to its city limits prepared the organization (however briefly) for the actual establishment of a temporary homeless shelter. Although NUCC's decision to host TC4 came quickly after the Woodinville Alliance Church declined to host it, the City instituted its TUP process consistent with its code. The purpose of the TUP process is to handle permit applications in a timely manner allowing for staff review and public participation. While that process was underway, the City role in management and control of the site under voluntary agreement was handled as follows. In essence, a two-track scenario was created.

City Regulations for Homeless Shelters

As with many cities, there is no exact permit application process specifically related to temporary shelters for the homeless. The City identified the Temporary Use Permit (TUP) application as its means to review the TC4 proposal.

A TUP allows a (land) "use of limited duration and/or frequency, or to allow multiple related events over a specified period." The TUP permit process includes an internal review by various city departments and the Fire District. This preliminary review provides for the identification of permit conditions to ensure the safe temporary use of the property.

TUP applications are reviewed against four criteria:

1. That the proposal must not be materially detrimental to the public welfare,
2. That the proposal will be compatible with existing land use in the immediate vicinity in terms of noise and hours of operation
3. That the proposal will provide adequate parking, and
4. That the proposal is not otherwise permitted in the zone in which it is proposed.

City code allows for the Planning Director to forward a TUP application to an independent Hearing Examiner if there is, among other potential issues, “significant public interest” regarding the proposal. As this was case for TC4, the city contracted with the law firm McCarthy, Causseaux and Rourke, Inc., P.S. to review the TUP application. A Public Hearing was held September 30, 2004. Prior to the decision of the Hearing Examiner, the City effort for management and control of the site was handled by enabling ordinance and voluntary agreement.

Emergency Ordinances

The City Council’s enactment of emergency Ordinance Nos. 369 (*Attachment 1*), 370 (*Attachment 5*) and 371 (*Attachment 6*) was in response to the need to protect and preserve public peace, health and safety due to the potential of an un-permitted use of private land using RLUIPA exemption for the relocation of a homeless encampment, particularly the ability for the camp to be brought in without resolving a number of City and neighborhood concerns. These ordinances collectively set policy that allowed, under specific terms and conditions, the authorized use of city-owned land for Tent City4 for a limited time.

Ordinance No. 369 enacted August 10, authorized the temporary use of city property for TC4 to relocate for up to 40 days while a temporary use permit can be applied for the use of the property for an additional 60 days. The 40-day contractual limit was intended to provide enough time for the temporary use permit application to be processed.

Ordinance No. 370 amended Ord. No. 369 and provided for the interim amendment of WMC 21.32.110, revising the City’s temporary use permitting regulations to exempt any use of city-owned property that is authorized by a valid written agreement with the City. Ord. 370 also amended the City’s overnight camping, park reservations and washing regulations. Ord. No. 370 also established a public hearing date of September 20, 2004 for Ord. 369 and 370. These amendments enabled the City to retain contractual control over a proposed use of city property in lieu of regulatory requirements.

Ordinance No. 371, enacted August 23, 2004 amended Ord. No. 369 to re-adjust time for which S/W sign the Temporary Property Use Agreement.

Ordinance No. 372 (*Attachment 7*), enacted September 20, also amended Ord. No. 369 to allow changes to the Temporary Property Use Agreement between the City, S/W and NUCC to extend the original 40-day limited duration. The SEPA appeal delayed the City’s ability to process the August 12 TUP application. The adoption of Ord. No. 372 resulted in an Addendum to the Temporary Property Use Agreement.

As required by RCW 36.70A.390. the City Council held a Public Hearing on Ord. Nos. 369, 370 and 371 as they constituted an “interim zoning ordinance.”

Temporary Property Use Agreement

Ordinance No. 369 authorized the City Manager to permit the use of the Lumpkin property as a temporary location for TC4 up to 40 days by establishing an Agreement between the City, S/W and a local sponsor. A Temporary Property Use Agreement (*Attachment 8*) was executed by all parties on August 27, 2004. Due to an appeal of the SEPA determination on the proposal, the public hearing scheduled for the application had to be postponed. This postponement necessitated the need to amend the Agreement (*Attachment 9*) to amend the original 40-day limited duration to allow for a contractually limited time for TC4 to remain on the site.

The Ordinance further required SHARE/WHEEL:

- To accept the terms of the Temporary Property Use Agreement
- To have at least one local church sponsor to serve the encampment
- To preclude other sites within Woodinville outside the current process (for the city-owned site)
- To submit a TUP application within 2 days of enactment (August 12)
- Not to site in Woodinville any sooner than November 1, 2005 if a TUP is granted (unless invited by both a sponsor and the City)

The Ordinance and Agreement further required

- City Manager's pledge to protect environmentally sensitive areas on the property, ensure health, welfare and safety inspections were conducted
- S/W's Code of Conduct to be imposed as condition of the Agreement
- S/W conduct identification and warrant checks as they did at the Bothell site
- The City to install temporary utility connections

A summary of Compliance Results for the Temporary Property Use Agreement is contained in *Attachment 10*.

Temporary Use Permit/SEPA Appeal

Due Process

Due process of law may be interpreted in "layman terms" as the idea that laws and legal proceedings must be fair. Due process in terms of land use has been uniformly upheld by courts and has resulted in "stops" and "do over" judgments in numerous cities. Due process expects that a municipal government imposes a standard set of rules, provides for public input, compliance with and equitable application of local regulations, and a fair permit process. Due process involving Woodinville's experience with TC4 meant all of these things. Opponents to the Woodinville siting have criticized the lack of due process because the camp was sited without a land use permit, but those criticisms are incorrect. The camp was sited under a City ordinance and a voluntary agreement that, though criticized by those in opposition to S/W or tent city opponents, did not require land use due process – it enabled it. If, at the end of the process a permit was denied, the City was fully prepared to evict the camp.

Temporary Use Permit Application Process

Woodinville Municipal Code allows the Director of Community Development to determine the proper procedure for all development projects. The City identified the Temporary Use Permit application as the appropriate means to review the use of the property for a temporary homeless encampment for a limited time. This process involves administrative review by the Planning Director. It is a quasi-judicial process that does not involve the City Council in the decision process. This too, was criticized by opponents, but it is a formative decision for a City Council and was made years earlier, and a hearings examiner is increasingly used by cities in such processes as time passes. Appropriate Woodinville Municipal Code (WMC) zoning regulations are identified in Section VI, "Zoning Regulations," of the Staff Report/Application for Temporary Use Permit (*Attachment 2*).

Temporary use permits allow the City to regulate uses not otherwise permitted in the zone that can be made compatible for periods of limited duration and/or frequency. Temporary uses may not exceed a total of sixty (60) days for the actual use. Per WMC, the Planning Director may forward the application to the Hearing Examiner for a Public Hearing if

- adverse comments are received from at least 5 persons or agencies during the comment period
- if issues of "vague, conflicting or inadequate information" need to be resolved, or
- if issues of "public significance" need to be addressed.

Regardless of timing and adding opportunity for opposition, the City played this one straight and the Community Development Director decided on the first day to send it to the hearings examiner.

The SEPA Official also determined that thresholds were met to require the issuance of a State Environmental Policy Act environmental assessment for the proposed temporary land use action. It was completed and posted for public review with a finding of non-significance. That finding was appealed by WBC#1. The noticing of that appeal and the ability of the public to comment and participate in the hearing was another element of due process that was granted and followed.

Public Comment Opportunities

Opportunities for public input were afforded many times while processing the Temporary Use Permit applications for both the church and city sites. Fifteen-day comment periods were provided in accordance with City codes once formal notices were posted.

Fifty two (52) property owners within 1000 feet of the proposed TUP application (#2004-072) for the city property site received a Land Use Notice of Application, SEPA Notice and Public Hearing Notice. The notification standard is that property owners, determined through the King County Assessors Office, located within 500 feet of the proposal receive such notices.

For the TC4 proposals, both notifications provided a comment period in which the City would not “act on the application” within a specified time following issuance of the notice. In addition to the property owner notification, forty-five (45) persons requested to be a Party of Record for the combined Public Hearing held by an independent Hearing Examiner on September 30 to accept testimony on the TUP application and SEPA appeal.

(Note: Under the original TUP application (No. 2004-066) for the church site, 87 property owners received notification. This application was withdrawn when the alternate site was accepted by S/W prior to the SEPA determination being issued.)

Citing that the application met the criteria established by Woodinville Municipal Code, an independent Hearing Examiner granted a TUP application (*Attachment 8*) allowing TC4 to remain on site through November 22, 2004. The Examiner further upheld the SEPA environmental determination of non-significance issued for the site. The ruling concluded the SEPA appeal filed by Woodinville Business Center #1 does not meet the State’s burden that the determination was “clearly erroneous.”

Close to 100 exhibits, including city documents and photographs and citizen letters were considered by the Hearing Examiner. Additionally, a total of 11 staff and 25 interested persons provided public testimony regarding the TUP proposal and the SEPA appeal.

The issue of whether the applicants are limited exclusively to a total 60 day stay was discussed at the Hearing as the centerpiece of the WBC#1 legal argument. The Examiner ruled that the ordinances enacted by the City Council allowed for extensions and the TUP approval would not limit the stay to a cumulative 60 days. The City of Woodinville approach made a distinction between the allowed use under the voluntary agreement, which expired with the decision of the Hearing Examiner and the temporary use, which would start thereafter.

Once the TUP was issued, the City’s Code Enforcement Officer incorporated into his regular inspections, compliance with the permits conditions. No permit violations occurred.

In his consideration of the SEPA appeal, the Hearing Examiner addressed the 26 issues were raised for why the DNS was inappropriate. The Examiner ruled that the temporary use would not be detrimental to the environment, Little Bear Creek, fish habitat or endangered species due to the delineated sensitive area buffers and the installation of water and sewer connections for proper drainage. Points of appeal regarding the use of park land setting precedent for the future use of the property and other city-owned parcels were discounted based on the site-specific intent of a Temporary Use Permit and the future development of the existing site as a public park. The ruling established that temporary use permits are reviewed on a case-by-case basis and the issuance of one does not guarantee that a future permit would be granted. Legal counsel for the appellant made a straightforward argument that the City’s ordinances were an inappropriate

circumvention of land use provisions in the code. The City countered that it had acted appropriately within its powers.

Impacts

Impacts can drive public opinion, policy discussions, public agency responses and costs. Costs to the City can come in the form of direct outlays and costs can come in the form of already-budgeted staff time that is diverted from other priorities. The TC4 experience came with impacts to the community, its neighbors, and the City organization. Although some may disagree, the City determined TC4 was coming to Woodinville and the City could not prevent it, so its efforts were oriented toward managing the impact and making it as positive an experience as possible for the camp and public.

For the community at-large, there was both compassion and angst about the Tent City manifestation of homelessness. For immediate neighbors to the NUCC site, there was extreme distress that led to assertions that a homeless encampment, if located within a low density residential area, would bring crime, devalue property and endanger children attending nearby schools. As shown in the land use discussion above, this is an exercise in evaluating the compatibility of adjacent land uses with the amperage increased by fear for children and home. As noted in earlier sections, prior permitting processes seem to give little traction to the school and land value issues, and it is a disservice to the situation of homelessness to affix that label out of hand. The purpose for noting it here is to identify the impact of the early residential and parental emotion attached to this issue. For the city organization, there was an urgency to learn as much as possible about TC4 and prepare to process its most unusual temporary use permit.

Direct Costs; Serving the Site: (additions & corrections 5/9/06)

Ordinance No. 369 authorized the City Manager to expend up to \$5,000 in funds from the City's Human Services accounts to improve the City property to facilitate the temporary establishment of TC4. Hard costs to prepare and maintain the site are identified below (amounts estimated)

| | |
|---|--------------|
| Utilities (water, sewer, electricity connection & consumption)* | \$ 1,560 |
| Site preparation (gravel, supplies, equipment rental & replacement) | \$ 2,153 |
| Miscellaneous | <u>\$ 10</u> |
| | \$ 3,623 |

*Includes \$100 estimate for Puget Sound Energy charges

Direct Costs; Related to Ordinance Development, Advice on Public Document Requests, Legal Defense & TUP:

| | |
|------------------|-----------------|
| City Attorney | \$25,096 |
| Hearing Examiner | <u>\$ 3,950</u> |
| | \$29,046 |

Redirection of Staff from Other Priorities:

City staff most impacted from and involved with Tent City4 include:

- ♦ Executive Department: City Manager, Communications Coordinator, Code Enforcement Officer
- ♦ Community Development Department: Planning Director, Planner
- ♦ Administrative Services: City Clerk

An estimated 1894 staff hours were dedicated to TC4 from July 26 through November 30, 2004. They do not include City Attorney hours (above), or emergency medical service hours (another agency). The graphics below depict the various functions and associated hours and percentage of time of the City's response. Set-up/Service to site; Public Records; Community Relations; Patrol/Inspection; TUP Application/SEPA Appeal; and Legislation were the cost headings set up for tracking.

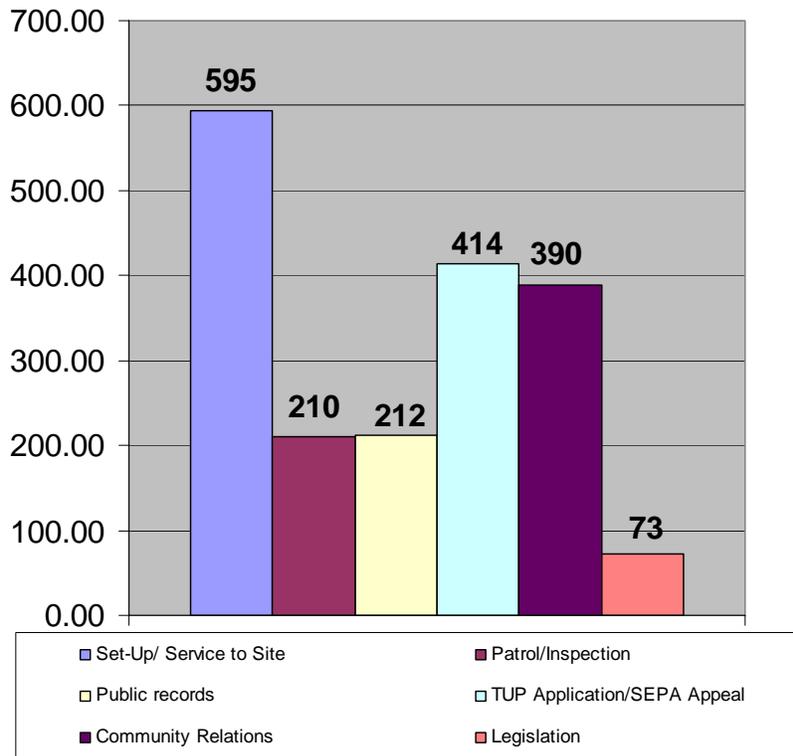
- I. Site (31%): Site preparation and maintenance and utility installation, service and disconnect.
- II. Temporary Use Permit Application/SEPA Appeal (22%): Preparation of land use and SEPA notices, mailing of notices, TUP application staff report, TUP and SEPA Appeal hearing preparation and meeting
- III. Community Relations (21%): Public Information, webpage, newsletter, news releases, email distribution, citizen and media inquiries, volunteer projects
- IV. Public Records (11%): Intake, investigation, acknowledgement and release of public records.
- V. Patrol/Inspection (11%): Code Enforcement inspections, police area checks and investigations
- VI. Legislation (4%): Preparation of emergency ordinances, City Council meeting.

These hours were also assigned costs by category, including benefits. This ends up yielding a staff-time cost of:

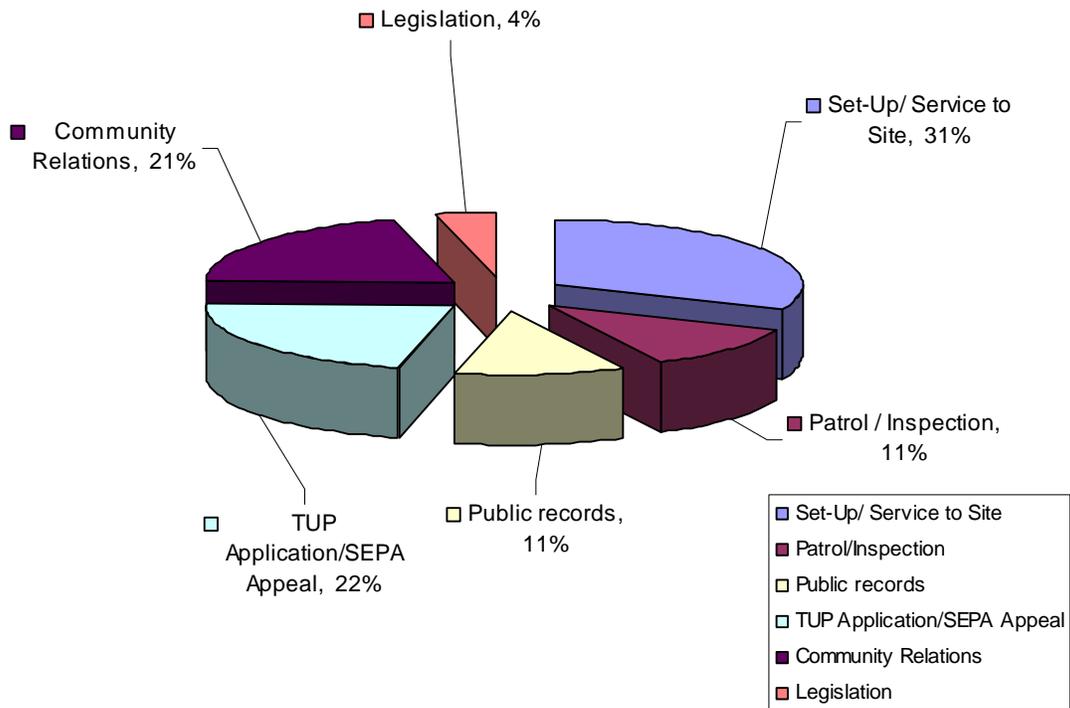
| | |
|--------------------------------------|------------------|
| Set-up/Service to site | \$ 14,396 |
| Patrol/Inspection | 9,411 |
| Legislation | 3,463 |
| Responses to Public Records Requests | 7,482 |
| TUP Application/SEPA Appeal | 15,659 |
| Community Relations | <u>17,517</u> |
| | \$ 67,928 |

The first three bullets and a portion of Community Relations and a portion of the legal fees relates to the placement and operation of the camp. The remaining three categories and the

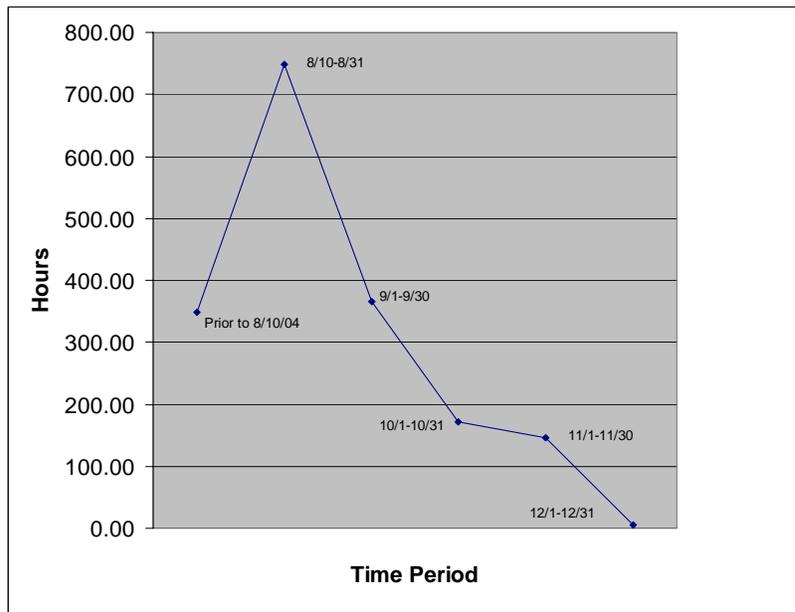
lion's share of the legal fees deals with the aftermath of the applications in a contested political and policy environment, for a total of ~~\$58,928~~ **\$67,928** plus legal fees of **\$29,046**, and out-of-pocket costs of **\$3,623** for a grand total of ~~\$91,597~~ **\$100,597**. Those who are in opposition to S/W or the tent city concept have a political strategy to cost the local jurisdiction they feel is in any way helping tent cities time and money, but that is not an area that is directly instructive to agency planning and staffing. It is likely that opposition was directly or indirectly responsible for half the costs. That is their right, but it is still a cost of having TC4 in Woodinville. The staffing costs do not include a calculation for indirect costs, inasmuch as some of the costs of a normal indirect calculation (such as legal, administration and executive) are direct costs cited in this report.



1894 Total Staff Hours



Throughout TC4, various staff hours increased in order to respond to specific issues such as preparing for a public meeting or hearing. These “spikes of time” are depicted below.



Insights

As noted in the overview, this is a local iteration of a difficult and emotional regional issue. Woodinville has developed a clearer understanding of the dynamic tension in this issue:

- ♦ Between S/W's ability to move a homeless encampment to church property under the Religious Land Use and Institutionalized Persons Act (RLUIPA) federal law prior to receiving a land use permit; and,
- ♦ Between the local government learning current limitations from the court rulings (Bothell vs. S/W) that the unpermitted encampment may remain but must be conditioned through a valid permit; and,
- ♦ Between the "tent city" opponents who demand a full land use process prior to the first day of the encampment and those same opponents who intimidate any prospective host from ever agreeing to host.

The result is a triangle of resentment. The host and S/W use the RLUIPA as the Trojan horse to bring the camp to a jurisdiction. Three times running now, that has resulted in a camp coming into a jurisdiction on short notice and prior to permit issuance. This throws a government into "regulatory purgatory" with an insufficient land use permit processing time while being forced to accept an RLUIPA pre-emption. All the while, opponents argue lack of due process as the vocal participation forces S/W to seek future sites "under the radar" until the host-S/W courtship is complete enough for a public announcement, which is likely to be too soon before the next move for a complete permitting process. Until the court mandates it or until the key parties mediate it or until opposition backs off enough to allow advance siting, and until S/W is more open in seeking sites and until local governments adjust the temporary land use process to a shorter, but legally defensible timeline, this triangle will continue to disrupt local area politics.

Woodinville had to play a hand of cards dealt to it by others and chose a way - one way - to provide due process, land use control, and hopefully came out with a winning hand. The enabling legislation identified key conditions under which the city's property could be offered. It was an offer S/W could have refused, but did not and the camp's stay went very well.

The City's duty to its citizens – all of its citizens whether they have a permanent or temporary home – is to protect health, safety and welfare. Throughout our TC4 experience, the City Council and staff managed the community issue of homelessness "The Woodinville Way" through an open, public process. The data included herein shows that there was remarkably little impact with hosting the encampment. There was more impact in terms of human and contracted resources to deal with public records requests and organized opposition primarily from outside the City. Public Records requests are a sacred right in Washington, but enough of the 44 requests received were "kitchen sink" types of requests and took so many hours to staff at City cost (only the piece of paper results in a \$.15 charge), that the act of the request and tying up agency staff becomes a tool of opposition. The staff time to respond and the legal time to review for redaction cost more than the out-of-pocket bills to serve the site. There needs to be some balance in this issue.

City staff experienced a community crisis and has learned from it. There is some regret that staff time spent on dealing with the demands of the opponents distracted from serving its own

citizens, but not enough regret to overcome the celebrating the rights of all interested parties to express their opinions and enter the marketplace of policy discourse and political persuasion. The City Council should also be certain that opposition was far more rooted in regional politics than local policy. Most of us have rarely attended meetings in the past three months that have not admired the policy choices made by the City Council and rued the vociferous politics over tent cities.

As TC4 prepared to leave Woodinville, the City Council received demands to either keep them until a permit from King County was obtained for their next location or stop them from moving on to Kirkland, with both demands apparently coming from TC4 opposition. This obviously is an issue with many facets.

“Tent cities are not the solution to ending homelessness” was a common mantra Woodinville officials encountered. Looking back, the City acknowledges homelessness is a long-term problem and a great deal more remains to be done, but the combination of factors necessitated a decision on the current problem – TC4 was coming and to “stand and fight” would not have meant that it would not have come. It would just have been in a less serviceable location.

The City participates in the long-term homelessness solution through its membership in the nationally acclaimed A Regional Coalition for Housing (ARCH), by making investments in affordable transitional housing and by ARCH participating in the Committee to End Homelessness.

Recommendations

This experience has helped staff to develop a series of observations and recommendations. Some of these are “how to’s” and “lessons learned”. City Council should identify any of these that resonate with it and direct appropriate follow-up.

For the City of Woodinville should a homeless encampment return...

- ◆ Adopt moratorium of allowing homeless encampments until a specific permit process can be developed to best locate, rate for conditioning, and provide realistic time frames
 - Keep the land use review process administrative (Hearing Examiner/Community Development Director for simple, uncontested applications)
- ◆ Support ARCH development of a permit process

For those government agencies about to become the host community, establish a means to communicate effectively with the public and media...

- ◆ Get ahead of the issue. Learn from other host communities about their successes and challenges
- ◆ Establish single-points-of contact for the permitting process, media inquiries, public inquiries and policy
- ◆ Establish communication with the site’s neighbors and a means to regularly communicate with them.

For those government agencies that find themselves as a “neighbor” to a homeless encampment...

- ◆ Expect public demand to “intervene” and stop or evict the encampment
- ◆ Educate yourself and your elected officials on your government’s permitting process
- ◆ Determine your agency’s level of participation in your neighboring government’s permitting and outreach process

For those government agencies having to process a permit for a temporary homeless “tent city” shelter...

- ◆ Understand that you are “holding the bag” as the current target for regional opposition, and as such need to envision yourself as needing to have key messages and to get your messages out
- ◆ Develop permitting regulations that specifically address homeless encampments
- ◆ Communicate the permitting process early and often and describe how interested persons may become a Party of Record to the application
 - Instruct the public on how they can effectively communicate their concerns or support

For those churches and government agencies finding themselves at public meetings or having to plan for them...

- ◆ Structure the meetings so attendees know what they will learn, how they can give public comment and what will be done with their remarks
- ◆ Encourage those interested in speaking to sign up in advance
- ◆ Encourage written questions submitted in advance and sorted by topic so time is not spent responding to duplicate questions
- ◆ Limit public comment (i.e. 3 minutes) so all voices can be heard
- ◆ Direct speakers to address the panel or the legislative body, not the audience.

For those government agencies having to process request for public records...

- ◆ Train employees and elected and appointed officials on procedures
- ◆ Distribute reminders that email records may be public records
- ◆ Encourage systematic storage of documents and emails for ease of distribution later
- ◆ Coordinate requests with legal counsel
- ◆ Consider communicating to the legislature that the balance has tipped too far and the records request system provides too much service without cost so that large omnibus requests abuse the system

For those governments whose property is the host site...

- ◆ Talk with other governments who experienced a homeless encampment
- ◆ Establish responsibility for a staff member to conduct inspections for compliance with any agreement or permit establishing the temporary use of property
- ◆ Conduct detailed environmental analysis of the site and ensure protection of any wetland, stream or habitat areas. Prepare a SEPA checklist if thresholds are met
- ◆ Ensure proper clean up of the site and consider an “end of move” inspection the following day
- ◆ Require sponsorship by a local faith or human service based entity to ensure health, safety and welfare of residents and establish regular communication

- ◆ Track medical and police dispatch service calls and compare response to other transient populations as you would a special event that draws hundreds of people.
- ◆ Publish an “End of Term Report” for acceptance by your elected officials and distribute it to the public. Many others will learn from your experience.

For those faith-based or community organizations intending to support the health and welfare of tent city residents...

- ◆ Get organized quickly establishing a Needs List for support functions
 - Food/meals
 - Laundry
 - Supplies (hygiene, household)
- ◆ Develop written procedures to share with the next host site for ease of transition
- ◆ Talk with camp residents to determine their specific needs
- ◆ Connect with local human and health services agencies
 - Provide agency contact information to residents
- ◆ Examine opportunities to evolve the faith-based group can evolve into a more general community human services support safety net

Attachments

1. Ordinance No. 369, enacted August 10, 2004
2. Staff Report for Application for Temporary Use Permit, TUP 2004-072
3. August 10, Special City Council Meeting, Agenda Handout
4. August 10, Q&A “Understanding Temporary Shelters for the Homeless”
5. Ordinance No. 370, August 23, 2004
6. Ordinance No. 371, enacted August 23, 2004
7. Ordinance No. 372 , enacted September 20, 2004
8. Temporary Property Use Agreement dated August 27, 2004
9. Addendum No. 1 Temporary Property Use Agreement
10. Compliance Results; Temporary Property Use Agreement
11. TUP Permit issued by Hearing Examiner