



King County

1200 King County
Courthouse
516 Third Avenue
Seattle, WA 98104

Meeting Agenda

Budget and Fiscal Management Committee

Councilmembers:

Rod Dembowski, Chair;

Jorge L. Barón, Vice Chair;

Steffanie Fain, Rhonda Lewis, Teresa Mosqueda, Sarah Perry

Lead Staff: April Sanders (206-263-3412)

Committee Clerk: Gabbi Williams (206-477-7470)

9:30 AM

Wednesday, February 25, 2026

Hybrid Meeting

Hybrid Meetings: Attend King County Council committee meetings in person in Council Chambers (Room 1001), 516 3rd Avenue in Seattle, or through remote access. Details on how to attend and/or provide comment remotely are listed below.

Pursuant to K.C.C. 1.24.035 A. and F., this meeting is also noticed as a meeting of the Metropolitan King County Council, whose agenda is limited to the committee business. In this meeting only the rules and procedures applicable to committees apply and not those applicable to full council meetings.

HOW TO PROVIDE PUBLIC COMMENT: The Budget and Fiscal Management Committee values community input and looks forward to hearing from you on agenda items.

There are three ways to provide public comment:

1. **In person:** You may attend the meeting and provide comment in the Council Chambers.
2. **By email:** You may comment in writing on current agenda items by submitting your email comments to kcccomitt@kingcounty.gov. If your email is received before 8:00 a.m. on the day of the meeting, your email comments will be distributed to the committee members and appropriate staff prior to the meeting.
3. **Remote attendance at the meeting by phone or computer** (see "Connecting to the Webinar" below).

	<p>Sign language and interpreter services can be arranged given sufficient notice (206-848-0355). TTY Number - TTY 711.</p> <p>Council Chambers is equipped with a hearing loop, which provides a wireless signal that is picked up by a hearing aid when it is set to 'T' (Telecoil) setting.</p>	
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You are not required to sign up in advance. Comments are limited to current agenda items.

You have the right to language access services at no cost to you. To request these services, please contact Language Access Coordinator, Tera Chea at 206-477-9259 or email tera.chea2@kingcounty.gov by 8:00 a.m. three business days prior to the meeting.

CONNECTING TO THE WEBINAR:

Webinar ID: 867 1228 9077

By computer using the Zoom application at <https://zoom.us/join> and the webinar ID above.

Via phone by calling 1-253-215-8782 and using the webinar ID above.

HOW TO WATCH/LISTEN TO THE MEETING REMOTELY: There are several ways to watch or listen in to the meeting:

- 1) Stream online via this link: <http://www.kingcounty.gov/kctv>, or input the link web address into your web browser.
- 2) Watch King County TV on Comcast Channel 22 and 322(HD) and Astound Broadband Channels 22 and 711(HD)
- 3) Listen to the meeting by telephone – See “Connecting to the Webinar” above.

To help us manage the meeting, if you do not wish to be called upon for public comment please use the Livestream or King County TV options listed above, if possible, to watch or listen to the meeting.

1. **Call to Order**

2. **Roll Call**

3. **Approval of Minutes** p. 4

January 14, 2026 meeting minutes

4. **Public Comment**

To show a PDF of the written materials for an agenda item, click on the agenda item below.

	<p>Sign language and interpreter services can be arranged given sufficient notice (206-848-0355). TTY Number - TTY 711. Council Chambers is equipped with a hearing loop, which provides a wireless signal that is picked up by a hearing aid when it is set to 'T' (Telecoil) setting.</p>	
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Consent

5. [Proposed Ordinance No. 2026-0024](#) p. 7

AN ORDINANCE authorizing the manager of treasury operations of King County to cancel the attached list of uncollectible personal property taxes in the amount of \$1,218,769 for the years 2018 through 2025.

Sponsors: Dembowski

April Sanders, Council staff

6. [Proposed Ordinance No. 2025-0361](#) p. 57

AN ORDINANCE authorizing the execution of an amended and restated lease to support the operation of public health - Seattle & King County.

Sponsors: Dembowski

Olivia Brey, Council staff

7. [Proposed Ordinance No. 2025-0359](#) p. 92

AN ORDINANCE authorizing the execution of a new lease at an existing location to support the operation of public health - Seattle & King County.

Sponsors: Dembowski

April Sanders, Council staff

Discussion and Possible Action

8. [Proposed Ordinance No. 2025-0270](#) p. 143

AN ORDINANCE adopting the 2025 King County real property asset management plan in response to K.C.C. 4.56.350; and amending Ordinance 10810, Section 1, as amended, and K.C.C. 4.56.350.

Sponsors: Dembowski

Brandi Paribello, Council staff

Other Business

Adjournment

	<p>Sign language and interpreter services can be arranged given sufficient notice (206-848-0355). TTY Number - TTY 711. Council Chambers is equipped with a hearing loop, which provides a wireless signal that is picked up by a hearing aid when it is set to 'T' (Telecoil) setting.</p>	
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King County

1200 King County
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516 Third Avenue
Seattle, WA 98104

Meeting Minutes Budget and Fiscal Management Committee

Councilmembers:
Rod Dembowski, Chair;
Jorge L. Barón, Vice Chair;
Steffanie Fain, Rhonda Lewis, Teresa Mosqueda, Sarah Perry

Lead Staff: *April Sanders (206-263-3412)*
Committee Clerk: *Gabbi Williams (206-477-7470)*

9:30 AM

Wednesday, January 14, 2026

Hybrid Meeting

DRAFT MINUTES

1. **Call to Order**

Chair Dembowski called the meeting to order at 9:30 a.m.

2. **Roll Call**

Present: 6 - Barón, Dembowski, Fain, Lewis, Mosqueda and Perry

3. **Approval of Minutes**

Councilmember Barón moved approval of the minutes from the November 12, 2025, morning and evening meeting minutes, and the November 13, 2025 meeting minutes. There being no objections, the minutes were approved.

4. **Public Comment**

There were no individuals present to provide public comment.

Discussion and Possible Action

5. [Proposed Ordinance No. 2025-0295](#)

AN ORDINANCE relating to the 2025 levy of property taxes in King County for collection in the year 2026.

April Sanders, Council staff, briefed the committee.

Councilmember Barón moved Striking Amendment S1. The Amendment was adopted.

This matter was expedited to the January 20, 2026 Council agenda.

A motion was made by Councilmember Barón that this Ordinance be Recommended Do Pass Substitute Consent. The motion carried by the following vote:

Yes: 6 - Barón, Dembowski, Fain, Lewis, Mosqueda and Perry

6. [Proposed Ordinance No. 2025-0238](#)

AN ORDINANCE authorizing the execution of a license agreement to support the operation of the department of public health.

Olivia Brey, Council staff, briefed the committee and answered questions from the members. Lisa Pearson, Division Director, Facilities Management Division, and Kendall Moore, Assistant Chief Legal Counsel, King County Council, also addressed the committee and answered questions from the members.

Councilmember Barón moved Striking Amendment S1. The Amendment was adopted.

A motion was made by Councilmember Barón that this Ordinance be Recommended Do Pass Substitute Consent. The motion carried by the following vote:

Yes: 6 - Barón, Dembowski, Fain, Lewis, Mosqueda and Perry

7. [Proposed Motion No. 2025-0324](#)

A MOTION acknowledging receipt of the summary letter and completion of the online annual report requirement for the Veterans, Seniors, and Human Services Levy, in accordance with Ordinance 19604, Section 6.B., and Attachment A to Ordinance 19719, Section IV.H.

Miranda Leskinen, Council staff, briefed the committee. Michael Bailey, Adult Services Division Director, Department of Community and Human Services (DCHS), also addressed the committee and answered questions from the members.

A motion was made by Councilmember Barón that this Motion be Recommended Do Pass. The motion carried by the following vote:

Yes: 6 - Barón, Dembowski, Fain, Lewis, Mosqueda and Perry

Other Business

There was no other business to come before the committee.

Adjournment

The meeting was adjourned at 10:00 a.m.

Approved this _____ day of _____

Clerk's Signature



King County

**Metropolitan King County Council
Budget and Fiscal Management Committee**

STAFF REPORT

Agenda Item:	5	Name:	April Sanders
Proposed No.:	2026-0024	Date:	February 25, 2026

SUBJECT

An ordinance authorizing the Manager of Treasury Operations to cancel uncollectible personal property taxes totaling \$1,218,769 for the years 2018 through 2025.

SUMMARY

The Manager of Treasury Operations, as required by state law, provides the County Council each year with a list of uncollectible personal property taxes and requests for the authority to cancel these accounts, removing them from the tax rolls. The list is submitted only after the exhaustion of due diligence efforts to collect the delinquent taxes, and their cancellation does not relinquish the county’s ability to collect on the debts at a later date.

The proposed ordinance would cancel 446 uncollectible personal property tax accounts totaling \$1,218,769 for the years 2018 through 2025, resulting in a one-time potential revenue loss to the county of \$244,973, of which \$122,486 is the projected impact to the General Fund.

BACKGROUND

King County’s Treasury Operations (Treasury), within the Finance and Business Operations Division (FBOD), is responsible for collecting personal property taxes within the County. Personal property refers to assets used in conducting a business such as machinery, equipment, and furniture. Personal property taxes are assessed against businesses, utilities, airlines, timber, leasehold estates, mobile homes, floating homes, and lease accounts. Cancellation of unpaid personal property taxes are called “write offs”.

When an account becomes delinquent, Treasury initiates procedures to obtain payment. After exhausting due diligence efforts to collect payment, per state law, Treasury must

provide the Council with a list of delinquent tax accounts found to be uncollectible¹. The Manager of Treasury Operations must also submit an affidavit stating that a diligent search for the delinquent taxpayers was conducted and unable to yield any property from which owed taxes could be collected. The Council may then “cancel such taxes as they are satisfied cannot be collected.” This procedure is required on an annual basis and the Council considers this type of legislation each year. Council took action to cancel uncollectible property taxes for the years 2016 through 2024 at the March 11, 2025, council meeting.²

ANALYSIS

Proposed Ordinance 2026-0024 would authorize the Manager of Treasury Operations to cancel or “write off” 446 uncollectible personal property tax accounts totaling \$1,218,769 for the years 2018 through 2025. These accounts are listed in Attachment A to the ordinance, with a summary report of accounts to be written off that exceed \$5,000 shown in Attachment B to the ordinance. Table 1 identifies the amount of uncollectible taxes for each year between 2018 and 2025.

Table 1. Uncollectible Personal Property Taxes from 2018 through 2025 (by Year)

Year Billed	Tax Billed	Tax Paid	Write-Off Amount
2025	\$15,423.82	\$-	\$15,423.82
2024	\$167,025.87	\$875.92	\$166,149.95
2023	\$160,205.12	\$4,042.15	\$156,162.97
2022	\$369,959.00	\$13,389.38	\$356,569.62
2021	\$371,845.91	\$20,316.96	\$351,528.95
2020	\$73,378.48	\$729.96	\$72,648.52
2019	\$101,350.49	\$1,100.05	\$100,250.44
2018	\$271.79	\$236.65	\$35.14
	\$1,259,460.48	\$40,691.07	\$1,218,769.41

The circumstances for determining an account to be uncollectible can vary, as can the amount of time needed to make that determination. Examples of reasons personal property taxes may be deemed uncollectible include:

- An owner dissolves the business, disposed of the taxable assets, and cannot be located;
- A business fails to report closure or liquidation to the Department of Assessments, resulting in ongoing automated annual revaluation and billing.

¹ RCW 84.56.240

² Ordinance 19900

Thus, delinquent amounts accrue with no basis in fact and are ultimately uncollectible and need to be written off;

- A business closure may be discovered by Treasury staff based upon a review of Department of Revenue and Secretary of State databases or through media reports and internet searches;
- The taxpayer relocates the business and property out of the county, taking it out of the County's jurisdiction to pursue delinquent tax payments; and
- If a mobile home (considered personal property) is uninhabitable and is destroyed, it is identified as a write-off account.

It is important to note, while cancellation removes the delinquent accounts from the tax rolls, it does not mean the County surrenders its ability to pursue appropriate legal actions to collect the debt. However, the likelihood of recovering delinquent debt at this point is low. That said, cancellation administratively helps to clear the tax rolls of those accounts that are truly unlikely to be collected.

County Fiscal Impact. Of the \$1,218,769 of uncollectible personal property taxes proposed for cancellation, \$244,973 impacts the County as a one-time potential revenue loss, of which \$122,486 is the projected impact to the General Fund. The remaining loss of \$973,796 would be incurred by a variety of taxing jurisdictions for which the County collects taxes.

Comparatively speaking, the total proposed write-off of \$1,218,769 for the 2018-2025 period is approximately a 61 percent decrease from the amount written off in Ordinance 19900.

Executive staff indicate that the increase in write offs in Ordinance 19900 was attributed to "post-covid" clean-up efforts, including (1) a focus on removing defunct businesses from the tax rolls following the COVID-19 pandemic and (2) identifying, through extensive research, the actual value of business assets was significantly lower than the estimated higher value that was assigned to them, resulting in lower valuations. The write off amount in PO 2025-0026 represents a realignment back towards historic write off trends.

ATTACHMENTS

1. Proposed Ordinance 2026-0024 (and attachments)
2. Transmittal Letter
3. Fiscal Note



KING COUNTY
Signature Report

ATTACHMENT 1
1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Ordinance

Proposed No. 2026-0024.1

Sponsors Dembowski

1 AN ORDINANCE authorizing the manager of treasury
2 operations of King County to cancel the attached list of
3 uncollectible personal property taxes in the amount of
4 \$1,218,769 for the years 2018 through 2025.

5 STATEMENT OF FACTS:

6 1. The duly appointed manager of treasury operations of King County,
7 Washington, has made an affidavit pursuant to the terms of RCW
8 84.56.240 and 84.56.260 to the King County council relating to the
9 manager's or staff's diligent search and inquiry for goods and chattels of
10 the persons appearing on the list of delinquent taxpayers and the manager's
11 or staff's inability to find any such property from which the taxes could be
12 collected.

13 2. The duly appointed manager of treasury operations of King County,
14 Washington, has requested that the King County council cancel the taxes
15 consistent with RCW 84.56.240.

16 BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

17 SECTION 1. The taxes in the amount of \$1,218,769, as indicated in Attachments
18 A, B, and C to this ordinance, from the records of treasury operations for the years 2018
19 through 2025, shall be canceled, but the obligation to King County is not forgiven. The

20 manager of treasury operations of King County is hereby authorized to cancel the taxes
21 on the tax rolls.

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

Sarah Perry, Chair

ATTEST:

Melani Pedroza, Clerk of the Council

APPROVED this ____ day of _____, ____.

Girmay Zahilay, County Executive

Attachments: A. 2025 Write-off List, B. 2025 Personal Property Write-off Report for Accounts in Excess of \$5,000, C. Affidavit

2025 WRITE-OFF LIST

TOTAL ACCOUNTS ON WRITEOFF STATUS	446
TOTAL WRITE-OFF AMOUNT:	\$ 1,218,769

GRAND TOTAL FOR ACCOUNTS ON WRITE-OFF STATUS

source: TRP703-1 12/8/25

ROLL YR	TAX BILLED	TAX PAID	TAX DUE
25	15,423.82	0	15,423.82
24	167,025.87	875.92	166,149.95
23	160,205.12	4,042.15	156,162.97
22	369,959.00	13,389.38	356,569.62
21	371,845.91	20,316.96	351,528.95
20	73,378.48	729.96	72,648.52
19	101,350.49	1,100.05	100,250.44
18	271.79	236.65	35.14
	1,259,460.48	40,691.07	1,218,769.41

LIST OF ACCOUNTS IN WRITEOFF STATUS

ACCOUNT #	MAILING NAME/ADDRESS	LOCATION NAME/ADDRESS	Roll Yr / Omit Yr	TAX BILLED	TAX PAID
0000151-1	CUREVO INC 188 E BLAINE ST SEATTLE WA	CUREVO INC 188 E BLAINE ST SEATTLE WA	22 20	931.13	-
0011933-9	REMEDIIUM LLC 1449 E PINE ST SEATTLE WA	REMEDIIUM ISLAND GRILL 1449 E PINE ST SEATTLE WA	23 22	1,826.75 1,324.41	- -
0015118-3	HEALTHY NAILS SALON LLC 2421 NW MARKET ST SEATTLE WA	HEALTHY NAILS SALON LLC 2421 NW MARKET ST SEATTLE WA	22 21	949.11 834.09	- -
0022125-9	TWINTEC INC 1510 BOUNDARY BLVD STE 100 AUBURN WA	TWINTEC INC 1510 BOUNDARY BLVD STE 100 AUBURN WA	23 22 21	24.43 567.94 501.56	- - -
0040023-4	BEE BARR INC P.O. BOX 433 MONROE WA	BUSINESS SERVICE CENTER 1001 4TH AVE 3200 SEATTLE WA	21	325.12	-
0041121-5	C&M HEINTZ GROCERY LLC 13201 AURORA AVE N SEATTLE WA	AURORA GROCERY OUTLET 13201 AURORA AVE N SEATTLE WA	21 20	310.05 372.98	- -
0061140-0	MOBILITIE MANAGEMENT LLC 2220 UNIVERSITY DR NEWPORT BEACH CA	MOBILITIE MANAGEMENT LLC 11245 SE 6TH ST STE B220 BELLEVUE WA	23 22	74.18 663.06	- -
0062138-3	ANN TAYLOR RETAIL INC PO BOX 165001 DULUTH MN	ANN TAYLOR RETAIL/LOFT 521 SOUTH FORK AVE SW #J NORTH BEND WA	21	902.67	-
0064942-6	9 DOZEN ML INC 10400 NE 4TH ST STE 500 BELLEVUE WA	KURVV 10400 NE 4TH ST STE 500 BELLEVUE WA	22 19	870.66	-
0076128-8	LANE BRYANT INC PO BOX 165001 DULUTH MN	LANE BRYANT OUTLET 1101 SUPERMALL WAY AUBURN WA	21	849.41	-
0077336-6	CLEEN HEMP INC 200 BELL ST SEATTLE WA	CLEEN HEMP INC 200 BELL ST SEATTLE WA	21	698.34	-
0083140-4	STEAKS OF WASHINGTON LLC	STEAK N SHAKE	21	1,676.01	-

	6307 17TH AVE NE	1417 3RD AVE			
	SEATTLE WA	SEATTLE WA			
0090136-3	THE BOTTLE SHOP LLC DBA MALT AND	MALT AND VINE	22	776.48	-
	16851 REDMOND WAY	16851 REDMOND WAY			
	REDMOND WA	REDMOND WA			
0093723-5	INDOOR ENTERTAINMENT OF WA	CAROUSEL	22	964.5	-
	PO BOX 7104	1101 SUPERMALL WAY			
	LAGUNA NIGUEL CA	AUBURN WA			
0097132-5	SOUPS ON LLC	SOUPS ON LLC	21	279.34	-
	16637 10TH AVE SW	1420 5TH AVE			
	BURIEN WA	SEATTLE WA			
0116718-8	DRYBAR HOLDINGS LLC	DRYBAR	24	4,235.48	-
	125 TECHNOLOGY DR STE 150	800 BELLEVUE WAY NE STE 150	23	3,067.77	-
	IRVINE CA	BELLEVUE WA	22	4,028.09	-
0117916-7	DONNELLEY FINANCIAL LLC	DONNELLEY FINANCIAL LLC	21	349.66	174.83
	391 STEEL WAY STR	999 3RD AVE			
	LANCASTER PA	SEATTLE WA			
0118585-9	EN MASSE ENTERTAINMENT INC	EN MASSE ENTERTAINMENT INC	21 19	922.94	-
	1218 3RD AVE 800	1218 3RD AVE 800			
	SEATTLE WA	SEATTLE WA			
0125141-2	KELSEY LYNNE KAELIN	THE VANITY	23	227.27	-
	2541 GRIFFIN AVE	2541 GRIFFIN AVE	22	250.86	-
	ENUMCLAW WA	ENUMCLAW WA			
0140138-9	CMAC LLC	CMAC LLC	0	0	-
	451 SW 10TH ST STE 215	451 SW 10TH ST STE 215			
	RENTON WA	RENTON WA			
0140824-4	CROCKER DAN CONSTRUCTION INC	DAN CROCKER CONSTRUCTION INC	22	4,106.05	2,053.03
	43334 SE 128TH PLACE	43334 SE 128TH PL			
	NORTH BEND WA	NORTH BEND WA			
0154138-2	SITTING AT VICS LLC	WEST 5	24	339.48	-
	4539 CALIFORNIA AVE SW	4539 CALIFORNIA AVE SW	23	365.35	-
	SEATTLE WA	SEATTLE WA	22	1,186.40	-
0166140-4	PAIN ASSOCIATES OF WASHINGTON PLL	PAIN AND WELLNESS NW	24	1,427.29	-
	4509 TALBOT RD S STE 101	4500 NE SUNSET BLVD STE D	23	1,041.76	-
	RENTON WA	RENTON WA	22	6,110.69	-
			21	5,310.08	-
			20	4,431.15	-
			19	3,554.64	-
0170137-4	WALKING COMPANY THE	WALKING COMPANY THE #321	21	643.88	-
	25 W ANAPAMU ST	122 SOUTHCENTER MALL 122			
	SANTA BARBARA CA	TUKWILA WA			
0175300-3	BALLARD AUTOMOTIVE SERVICE INC	BALLARD AUTOMOTIVE SERVICE	21	482.07	-
	1546 NW LEARY WAY	1546 NW LEARY WAY			
	SEATTLE WA	SEATTLE WA 7895516			
0176147-7	URENA LAW OFFICE	NORMA URENA LAW OFFICE	22	686.58	-
	720 3RD AVE STE 1907	720 3RD AVE STE 1907	21	603.36	-
	SEATTLE WA	SEATTLE WA			
0189145-6	POST MARKET LLC	CANTINA DE SAN PATRICIO	21	1,737.69	-
	1914 POST ALLEY	1914 POST ALY			
	SEATTLE WA	SEATTLE WA			

0203609-3	GRAYSTONE FUNDING COMPANY LLC	GRAYSTONE MORTGAGE LLC	24	607.21	-
	1966 E 6200 S	10655 NE 4TH ST STE 601	23	458.14	-
	SALT LAKE CITY UT	BELLEVUE WA	22	442.83	-
0214136-4	DAE RIM CORPORATION	TOKYO TOWN TERIYAKI	22	177.35	-
	9312 SOUTH TACOMA WAY	21004 108TH AVE SE			
	LAKEWOOD WA	KENT WA			
0222124-0	CORRUGATED SYNERGIES INTERNATIONA	CORRUGATED SYNERGIES INTERNATIONA	22	266.39	-
	PO BOX 88666	1100 SW 27TH ST			
	TUKWILA WA	RENTON WA			
0224139-6	TWEEN BRANDS INC	JUSTICE STORES # 685	21	294.78	-
	PO BOX 165001	755 NW GILMAN BLVD STE G15			
	DULUTH MN	ISSAQUAH WA			
0226152-7	DCS HOLDINGS INC	BILLS OFF BROADWAY	21	1,063.57	-
	725 E PINE ST	725 E PINE ST			
	SEATTLE WA	SEATTLE WA			
0231146-2	TACOMA REALTY SNOQUALMIE VALLEY L	BETTER PROPERTIES REAL ESTATE SNO	21	620.29	-
	202 W NORTH BEND WAY STE C	202 W NORTH BEND WAY STE C			
	NORTH BEND WA	NORTH BEND WA			
0252564-0	A&A CAFE ORGANIC TAMALERIA / CIDE	A&A CAFE ORGANIC TAMALERIA / CIDE	21	465.56	-
	607 SE EVERETT MALL WAY STE1J	212 BROADWAY E			
	EVERETT WA	SEATTLE WA			
0255139-8	LANE BRYANT INC	LANE BRYANT/PSO OUTLET #4318	21	127.25	-
	PO BOX 165001	521 SOUTH FORK AVE SW #G			
	DULUTH MN	NORTH BEND WA			
0259067-7	SUPLARI INC	SUPLARI INC	22	189.58	-
	1525 4TH AVE STE 700	1700 7TH AVE STE 116 PMB 70			
	SEATTLE WA	SEATTLE WA			
0264150-4	UPURS LLC	B'S PO BOY	24	1,628.53	-
	2611 58TH AVE SW	2738 ALKI AVE SW	23	1,217.11	-
	SEATTLE WA	SEATTLE WA	22	1,103.03	-
			21	969.34	-
0267144-4	SWEETONE LLC	NANCY WALLACE PILATES	24	136.61	-
	990 102ND AVE NE STE 200	990 102ND AVE NE STE 200	23	122.55	-
	BELLEVUE WA	BELLEVUE WA	22	148.89	-
			21	173.09	86.55
0282138-7	ELECTROFINISHING INC	ELECTROFINISHING INC	23	138.11	-
	22630 88TH AVE S #A	22630 88TH AVE S #A	22	537.08	-
	KENT WA	KENT WA	21	468.45	-
0283050-3	LINH K NGUYEN DDS PLLC	LINH K NGUYEN DDS PLLC	24	602.53	-
	13032 6TH AVE NW	9776 HOLMAN RD NW #110	23	450.31	-
	SEATTLE WA	SEATTLE WA 7833000	22	408.1	-
			21	358.64	-
			20	296.24	-
			19	221.61	-
0283138-6	AUTO SPRING SERVICE PACIFIC ROD C	EMERALD BRAKE & MUFFLER	24	8,485.71	-
	26460 PACIFIC HWY S	26460 PACIFIC HWY S	23	6,491.80	-
	KENT WA	KENT WA	22	6,203.65	-
			21	5,484.45	-
0291146-9	V TRANG NGOC	HOANG KIM JEWELRY	21	521.31	-
	3847 RAINIER AVE S # 5	3847 RAINIER AVE S # 5			
	SEATTLE WA	SEATTLE WA			

0297151-3	JONCO INVESTMENTS	GROUP 2 MOTORSPORTS	24	1,089.71	-
	2600 W COMMODORE WAY STE 3	2600 W COMMODORE WAY #3	23	765.16	-
	SEATTLE WA	SEATTLE WA	22	693.44	-
			21	609.39	-
			20	503.38	251.69
0303035-0	TWEEN BRANDS INC	JUSTICE STORES #0149	22	309.4	-
	PO BOX 165001	947 SOUTHCENTER MALL	21	245.28	-
	DULUTH MN	TUKWILA WA			
0304136-5	HAIKU SUSHI AND SEAFOOD BUFFET	HAIKU SUSHI AND SEAFOOD BUFFET	24	924	-
	7548 164TH AVE NE	7548 164TH AVE NE	23	684.35	-
	REDMOND WA	REDMOND WA	22	1,181.79	-
0319737-3	BATH & BODY WORKS LLC	BATH & BODY WORKS #3277	21	337.66	-
	PO BOX 4747	743 NORTHGATE MALL			
	OAK BROOK IL	SEATTLE WA			
0325376-2	EN MASSE ENTERTAINMENT INC	EN MASSE ENTERTAINMENT INC	21 18	828.53	-
	1218 3RD AVE 800	1218 3RD AVE 800			
	SEATTLE WA	SEATTLE WA			
0348157-9	K CORPORATION	YOROSHIKU EAST	21	614.76	-
	14339 NE 20TH ST STE E	14339 NE 20TH ST E			
	BELLEVUE WA	BELLEVUE WA			
0364775-7	UNITED FASHION CLOTHING	LOVE CULTURE	21	4,328.02	-
	2831 S SANTA FE AVE	2800 SOUTHCENTER MALL			
	VERNON CA	TUKWILA WA			
0368151-7	T H HONG LLC	CORNER DELI	22	695.14	-
	2340 130TH AVE NE STE 202	3161 ELLIOTT AVE			
	BELLEVUE WA	SEATTLE WA			
0370404-6	DALGONA LLC	JIMMYS DELI CORNER	21	306.61	-
	2340 130TH AVE NE D202	3615 WEST VALLEY HWY N			
	BELLEVUE WA	AUBURN WA			
0409162-5	LACHSELIAN WINE & SPIRITS LLP	LACHSELIAN WINE & SPIRITS LLP	24	1,134.41	-
	PO BOX 94509	1712 1ST AVE S	23	1,220.88	-
	SEATTLE WA	SEATTLE WA	22	1,106.44	-
			21	933.45	-
0410158-0	SALAS JESUS	JS LANDSCAPE DESIGN LLC	21	821.83	-
	11920 105TH AVE SW	11920 105TH AVE SW			
	VASHON WA	KING COUNTY WA			
0428030-1	AIREFCO INC	AIREFCO INC	0	0	-
	18755 SW TETON AVE	2454 OCCIDENTAL AVE S 2-A			
	TUALATIN OR	SEATTLE WA 6248400			
0429530-9	EN MASSE ENTERTAINMENT INC	EN MASSE ENTERTAINMENT INC	21 17	956.2	-
	1218 3RD AVE 800	1218 3RD AVE 800			
	SEATTLE WA	SEATTLE WA			
0453159-6	HN & KO INC	BELLA CLEANERS	21	367.72	-
	1144 N 175TH ST #106	1144 N 175TH ST #106	20	407.27	-
	SHORELINE WA	SHORELINE WA			
0456379-7	THE HARTMANN COMPANY LLC	THE HARTMANN COMPANY LLC	24	703.94	-
	1208 NE NORTHGATE WAY	1208 NE NORTHGATE WAY	23	526.1	-
	SEATTLE WA	SEATTLE WA	22	476.79	-
			21	419	-
			20	276.88	-

0469053-3	QUADIENT DATA USA INC 1301 5TH AVE STE 1300 SEATTLE WA	QUADIENT DATA USA INC 1301 5TH AVE STE 1300 SEATTLE WA	24 23 22	3,024.59 6,246.51 5,660.96	- - -
0476950-1	PEPPLE CANTU SCHMIDT PLLC 801 2ND AVE 700 SEATTLE WA	PEPPLE CANTU SCHMIDT PLLC 801 2ND AVE 700 SEATTLE WA 3865090	21	941.94	-
0477124-2	WALL TO WALL REMODEL INC 2006 166TH AVE SE BELLEVUE WA	WALL TO WALL REMODEL INC 2006 166TH AVE SE BELLEVUE WA	22	249.69	-
0485512-8	LAN HUE BAKERY CORP 1215 S MAIN ST SEATTLE WA	LAN HUE BAKERY 900 S JACKSON ST SEATTLE WA	21 18	362.48	-
0492453-6	LUONG FAMILY LLC 14154 NE WOODINVILLE-DUVALL RD WOODINVILLE WA	SPARKLEBRIGHT CLEANERS 14154 NE WOODINVILLE-DUVALL RD WOODINVILLE WA	22	259.29	-
0495702-3	ASURION UBIF FRANCHISE LLC PO BOX 331987 NASHVILLE TN	WARRANTY LOGISTICS LLC - 198 13238 NE 20TH ST STE 350 BELLEVUE WA	24 23 22	149.9 108.5 102.5	- - -
0499133-7	SUN FLOWERS INC 22639 NE INGLEWOOD HILL RD SAMMAMISH WA	LANPONI THAI RESTAURANT 22639 NE INGLEWOOD HILL RD SAMMAMISH WA	21	297.98	-
0505539-7	ARCTIC CIRCLE ENTERPRISES LLC 19801 87TH AVENUE S. BLD D KENT W	ACE USA SEATTLE 19801 87TH AVE S BLDG D KENT WA 8728525	21	15,617.50	-
0508853-9	WASHINGTON SPORTS MEDICINE ASSOC 12707 36116 SE 28TH ST AVE NE #20 FALL CITY WA	WASHINGTON SPORTS MEDICINE ASSOC 12707 120TH AVE NE #203 KIRKLAND WA	24 23 22	2,683.31 1,895.69 2,851.93	- - -
0520168-6	EVAN CONKLIN PLUMBING & HEATING I PO BOX 17345 SEATTLE WA	EVAN CONKLIN PLUMBING & HEATING I 4411 23RD AVE W SEATTLE WA	21 20 19	1,448.08 1,196.14 2,923.28	- - -
0562829-2	PREMIUM BRANDS OPCO LLC - ANN - 1 PO BOX 165001 DULUTH MN	ANN TAYLOR INC #268 LOFT 1001 BELLEVUE SQUARE BELLEVUE WA	21	2,298.84	-
0563125-4	B8TA LLC 121 SECOND ST STE 600 SAN FRANCISCO CA	B8TA INC 2616 NE 46TH ST RENTON WA	23 22	7,296.68 8,444.39	- -
0566856-1	SHIN SONG KYUN & HYUN KYUNG 501 DENNY WAY SEATTLE WA	FAULKENBURY CLEANERS EANERS LLC 501 DENNY WAY SEATTLE WA	21	223.26	-
0572168-3	C AND C COMMUNICATIONS LLC 33650 6TH AVE S 220 FEDERAL WAY WA	CCCOMM 100 ANDOVER PARK W STE 110 TUKWILA WA	22	44.89	-
0585385-8	WARRANTY LOGISTICS LLC PO BOX 331987 NASHVILLE TN	WARRANTY LOGISTICS LLC 525 2028 148TH AVE NE REDMOND WA	22	111.73	-
0592171-3	SHUSIDO INC 117 E MAIN ST AUBURN WA	SUSHIDO 117 E MAIN ST AUBURN WA	22	591.6	-
0594172-9	FENIX LLC	MARE	19	3,153.02	-

	2820 ALKI AVE SW APT A	2820 ALKI AVE SW			
	SEATTLE WA	SEATTLE WA			
0596145-3	WALKING COMPANY THE	WALKING COMPANY THE #109	21	2,151.91	-
	25 W ANAPAMU ST	1036 BELLEVUE SQUARE			
	SANTA BARBARA CA	BELLEVUE WA			
0599172-4	OAK HILLS CONSTRUCTION LLC	OAK HILLS CONSTRUCTION LLC	22	1,067.53	-
	901 ALGONA BLVD N STE A	901 ALGONA BLVD N STE A			
	ALGONA WA	ALGONA WA			
0605171-8	NGUYEN PHUONG H & HONG T PHAN	TOP PHO	24	420.43	-
	1202 OUTLET COLLECTION DR SW	1202 OUTLET COLLECTION DR SW	23	325.63	-
	AUBURN WA	AUBURN WA	22	946.54	-
			21	835.93	-
			20	683.84	-
			19	1,740.61	-
0609015-3	FIRST REPUBLIC BANK	FIRST REPUBLIC BANK	24	4,182.78	-
	111 PINE ST	225 108TH AVE NE			
	SAN FRANCISCO CA	BELLEVUE WA			
0618164-8	JEB CORFINI GOURMET	CORFINI GOURMET SEATTLE	23	805.23	-
	4250 E MARGINAL WAY S	4250 E MARGINAL WY S	22	729.74	-
	SEATTLE WA	SEATTLE WA			
0623173-2	NORCO PACIFIC LLC	SUBWAY #60453	22	332.73	166.36
	19515 NORTH CREEK PKWY STE 314	960 HARRINGTON AVE NE STE A			
	BOTHELL WA	RENTON WA			
0628556-3	REED HEIN & ASSOCIATES LLC	REED HEIN & ASSOCIATES LLC	24	1,396.66	-
	220 120TH AVE NE	220 120TH AVE NE	23	1,516.44	-
	BELLEVUE WA	BELLEVUE WA	22	4,111.13	-
0636168-7	SIDESTREET KITCHEN & BAR INC	SIDESTREET KITCHEN & BAR	24	1,218.19	-
	717 SW 148TH ST	717 SW 148TH ST	23	954.06	-
	BURIEN WA	BURIEN WA	22	3,880.49	-
			21	3,353.13	-
			20	2,771.35	-
			19	9,524.32	-
0641550-9	BISON CREEK LLC	BISON CREEK PIZZA	24	449.54	-
	630 SW 153RD ST STE F	630 SW 153RD ST STE F	23	462.25	-
	SEATTLE WA	BURIEN WA	22	2,183.28	-
			21	1,886.56	-
			20	1,559.24	-
			19	1,201.64	-
0645166-0	IVM INC	IVM INC	0	0	-
	9901 E 30TH ST				
	INDIANAPOLIS IN	SEATTLE WA			
0652561-2	SILICON VALLEY BANK C/O FDIC AS R	SILICON VALLEY BANK C/O FDIC AS R	24	26,562.03	-
	600 NORTH PEARL STREET ST 700	920 5TH AVE			
	DALLAS TX	SEATTLE WA			
0679089-3	UMMELINA INTERNATIONAL LLC	UMMELINA INTERNATIONAL LLC	22	374.15	-
	1525 4TH AVE	1525 4TH AVE			
	SEATTLE WA	SEATTLE WA 6247451			
0682176-3	CAHILL HILDEBRAND	CAHILL/HILDEBRAND LLC SS	22	173.59	-
	3020 ISSAQUAH PINE LAKE RD SE 304	17181 REDMOND WAY STE 1100	21	662.42	-
	SAMMAMISH WA	REDMOND WA			
0683174-7	NOTABLE RESTAURANT GROUP LLC	LA BODEGA	21	798.29	-
	918 PLEASANT AVE	100 PREFONTAINE PL S	20	659.4	-

	BREMERTON WA	SEATTLE WA			
0687543-9	HSH ENTERPRISES INC 240 NW GILMAN BLVD STE 1 ISSAQUAH WA	DIRKS FINE DRY CLEANING 240 NW GILMAN BLVD SUITE 1 ISSAQUAH WA	21	215.54	-
0691061-6	REPUBLIC PARKING NORTHWEST INC 1700 7TH AVE STE 106 SEATTLE WA	REPUBLIC PARKING NW INC 200 W MERCER ST STE 103 SEATTLE WA	22	151.43	-
0712016-5	E1EVATED LLC 8404 NE 170TH ST KIRKLAND WA	E1EVATED LLC 8404 NE 170TH ST KIRKLAND WA	22	208.7	-
0717125-9	TRUST WOMEN FOUNDATION INC 107 E KELLOGG DR WICHITA KS	SEATTLE WELLNESS CLINIC 1305 4TH AVE #1105 SEATTLE WA	0	0	-
0720125-4	C & H INTERNATIONAL INC 7740 E GARVEY AVE ROSEMEAD CA	C & H INTERNATIONAL INC 1215 4TH AVE #308 SEATTLE WA	23 22	411.26 372.71	- -
0752760-9	ASURION UBIF FRANCHISE LLC PO BOX 331987 NASHVILLE TN	UBREAKIFIX - 111 4730 UNIVERSITY WAY NE STE 101 SEATTLE WA	24 23 22	433.63 130.77 110.37	- - -
0754759-9	MARK EARLY LEARNING CENTERS LLC 4420 220TH ST SE BOTHHELL WA	THE GODDARD SCHOOL 11810 NORTH CREEK PKWY N 100 BOTHHELL WA	22 20	1,415.68	-
0758173-9	ROCK SOLID RESTAURANTS LLC 77464 PO BOX SEATTLE WA	HOPS N DROPS 4506 KLAHANIE DR SE ISSAQUAH WA	22	1,557.71	778.86
0766163-0	GENOA HEALTHCARE LLC PO BOX 460049 HOUSTON TX	GENOA HEALTHCARE LLC 1210 SW 136TH ST # 101 BURIEN WA	21	179.16	-
0773071-6	RTS PACKAGING LLC PO BOX 4098 NORCROSS GA	RTS PACKAGING LLC 18340 SOUTHCENTER PKWY TUKWILA WA	0	0	-
0779166-8	CONTENT MASTER LTD 14335 NE 24TH ST BELLEVUE WA	CONTENT MASTER CM GROUP 14335 NE 24TH ST BELLEVUE WA	22	212.53	-
0780171-5	TROPICAL TAN NW INC 3815 196TH ST SW # 118 LYNNWOOD WA	TROPICAL TAN 11717 LAKE CITY WAY NE SEATTLE WA	21	2,101.91	-
0793181-9	INFORMATION BUILDERS INC 2 PENN PLAZA 27TH FL NEW YORK NY	INFORMATION BUILDERS INC 1420 5TH AVE 3250 SEATTLE WA	23 22	189.11 238.81	- -
0807693-7	J B GEORGE, LLC 15029 WOODINVILLE-REDMOND RD NE WOODINVILLE WA	BASEL CELLARS 1529 WOODINVILLE-REDMOND RD NE WOODINVILLE WA	22 21	447.04 326.15	- -
0810091-9	CHOUNG HAN JIN 1301 5TH AVE SEATTLE WA	MARKET FRESH 1301 5TH AVE SEATTLE WA	22 21 20	1,191.96 1,047.51 692.21	- - -
0814426-3	PARK TAE KIL 1600 N 45TH ST SEATTLE WA	SUN CLEANERS 1600 N 45TH ST SEATTLE WA 6333131	21	588.01	-

0833627-3	INSPO NETWORK INC	INSPO NETWORK	22	1,324.41	-
	3131 WESTERN AVE STE 417	3131 WESTERN AVE STE 417	21	931.12	-
	SEATTLE WA	SEATTLE WA			
0845074-4	WEST SEATTLE BREWING COMPANY LLC	WEST SEATTLE BREWING CO	24	1,173.23	-
	2600 MARINE AVE SW	2536 ALKI AVE SW	23	876.84	-
	SEATTLE WA	SEATTLE WA	22	794.65	-
			21	698.34	-
			20	576.84	-
0859186-9	PROCOM HOME SERVICES LLC	PROCOM HOME SERVICES LLC	23	149.28	-
	410 N SCOTTSDALE RD 1600	2033 6TH AVE STE 331	22	321.79	-
	TEMPE AZ	SEATTLE WA	21	867.43	433.72
0859311-3	FISHING VESSEL OWNERS MARINE WAY	POSM L1369 7666200105	22	4,016.49	-
	1511 W THURMAN ST	1511 W THURMAN ST	21	2,753.32	1,376.66
	SEATTLE WA	SEATTLE WA			
0872187-0	ARDGLAS WELLNESS LLC	HAND & STONE BELLEVUE D FACIAL S	23	770.73	-
	22229 NE 66TH PL	15600 NE 8TH ST STE E-5	22	744.98	-
	REDMOND WA	BELLEVUE WA			
0878163-5	SARAJEVO LOUNGE LLC	SARAJEVO LOUNGE LLC	22	13,126.35	-
	6114 204TH ST SW	2332 1ST AVE	21	11,535.51	-
	LYNNWOOD WA	SEATTLE WA	20	9,528.50	-
0894073-6	DIAMOND STUDS INC	DIAMOND EXPRESSIONS	20	1,511.11	120.00
	4711 POINT FOSDICK DR NW	1915 S COMMONS	19	1,214.24	1,063.05
	GIG HARBOR WA	FEDERAL WAY WA			
0895324-2	INTEGRIS SOFTWARE INC	INTEGRIS SOFTWARE INC	21 17	956.2	-
	3258 37TH AVE SW	1525 4TH AVE 5TH FL			
	SEATTLE WA	SEATTLE WA			
0897120-2	J P FRANCIS & ASSOCS INC	J P FRANCIS & ASSOCS INC	24	684.2	-
	98032 980 S 8223 S 222ND STREET S	8223 S 222ND ST	23	679.91	-
	KENT WA	KENT WA 8728950	22	1,472.63	-
			21	1,284.44	-
0918188-4	ALPHA TECHNOLOGIES GROUP LLC	ALPHA TECH	20	6,049.18	-
	707 S GRADY WAY STE 600	707 S GRADY WAY STE 600	19	12,938.34	-
	RENTON WA	RENTON WA			
0918189-2	NICHOLAS A FLUGSTAD MD PS	FLUGSTAD PLASTIC SURGERY	21	1,223.68	-
	2950 NORTHUP WAY 100	2950 NORTHUP WAY STE 100			
	BELLEVUE WA	BELLEVUE WA			
0920640-0	RAMCO CONSTRUCTION TOOLS INC	RAMCO CONSTRUCTION TOOLS	23	10,829.43	-
	1001 4TH AVE STE 4500	21213 76TH AVE S	22	10,284.55	-
	SEATTLE WA	KENT WA	21	8,970.30	-
			20	7,513.03	-
			19	15,552.27	-
0932326-2	A N Y G MARKETING INC	ROYAL BEE 770	22	1,550.96	-
	596 INDUSTRY DR STE 210	2800 SOUTHCENTER MALL	21	1,027.45	-
	TUKWILA WA	TUKWILA WA			
0940128-2	RECREATIONAL ADVENTURES CO	SEATTLE TACOMA KOA	22	336.87	-
	5801 S 212TH ST	5801 S 212TH ST	21	382.42	191.21
	KENT WA	KENT WA			
0940152-2	LAI THAI RESTAURANT CORP [KIRK]	LAI THAI RESTAURANT CORP [KIRK]	23	3,195.23	-
	120 PARK LN #B	120 PARK LN #B	22	278.38	139.19
	KIRKLAND WA	KIRKLAND WA			

0953944-6	GOLD LINK INC	MIDAS AUTO SYSTEMS EXPERTS	21	222.05	-
	12918 MUKILTEO SPDWY 1200	13201 AURORA AVE N			
	LYNNWOOD WA	SEATTLE WA			
0960184-0	VERSIVE INC	VERSIVE INC	21	6,007.31	-
	PO BOX 427	1301 5TH AVE STE 1300			
	SEATTLE WA	SEATTLE WA			
0965913-7	9 DOZEN ML INC	KURVV	22 20	884.61	-
	10400 NE 4TH ST STE 500	10400 NE 4TH ST STE 500			
	BELLEVUE WA	BELLEVUE WA			
0970170-7	MAZURETZ VIKTOR	DR VIKTOR MAZURETZ	22	703.25	-
	24205 104TH AVE SE	24205 104TH AVE SE			
	KENT WA	KENT WA 8543669			
0972157-2	NEW INDIA EXPRESS LLC	NEW INDIA EXPRESS	22	686.58	-
	510 BROADWAY AVE E	510 BROADWAY E			
	SEATTLE WA	SEATTLE WA			
0977177-5	METROPOLITAN CHIROPRACTIC PS	METROPOLITAN CHIROPRACTIC PS	24	521.44	-
	1904 3RD AVE STE 608	1904 3RD AVE STE 608	23	389.7	-
	SEATTLE WA	SEATTLE WA	22	1,840.54	-
1039179-5	EXAMWORKS INC	EXAMWORKS	23	3,604.60	-
	4509 TALBOT RD S 104	4509 TALBOT RD S 104	22	2,677.41	-
	RENTON WA	RENTON WA	21	2,406.83	-
1052177-1	SHINE CLINICAL SKIN CARE	SHINE CLINICAL SKIN CARE	23	700.01	-
	3240 EASTLAKE AVE E STE 103	3240 EASTLAKE AVE E STE 103	22	634.39	-
	SEATTLE WA	SEATTLE WA			
1071197-6	CARING PET CLINIC	CARING PET CLINIC SEATTLE	22	390.68	-
	706 NE 45TH ST	706 NE 45TH ST			
	SEATTLE WA	SEATTLE WA			
1092404-1	PAYNEGROUP INC	PAYNEGROUP INC	22	402.91	-
	1218 3RD AVE 1900	1218 3RD AVE 1900	21	339.92	-
	SEATTLE WA	SEATTLE WA			
1093305-9	POKE LOVER INC	POKE LOVER	22	264.88	132.44
	1 SKYVIEW DR	1307 1ST AVE			
	HOLMDEL NJ	SEATTLE WA			
1099406-9	BIRDWELL MICHAEL KEITH	BIRDWELL MACHINE LLC	21	7,718.63	3,859.32
	17445 NE 70TH ST #160	17445 NE 70TH ST #160			
	REDMOND WA	REDMOND WA			
1101806-6	MAPLE VALLEY FITNESS INC	MAPLE VALLEY FITNESS INC	23	276.15	-
	23770 WITTE RD SE # 302	23770 WITTE RD SE # 302	22	368.68	-
	MAPLE VALLEY WA	MAPLE VALLEY WA			
1102164-9	THE KITCHEN COLLECTION LLC	KITCHEN COLLECTION	0	0	-
	71 E WATER ST	461-L SOUTH FORK AVE SW 461-L			
	CHILLICOTHE OH	NORTH BEND WA (614)7739150			
1106965-5	HARVEY'S SKIN DIVING SUPPLY INC	HARVEY'S SKIN DIVING SUPPLY INC	0	0	-
	1800 S 250TH ST	2505 S 252ND ST B			
	DES MOINES WA	KENT WA 8241114			
1145178-8	NSTO LLC	NSTO LLC	21	4,771.94	-
	3301 W MOORE ST	1523 10TH AVE			
	RICHMOND VA	SEATTLE WA			
1178179-6	HOT YOGA BELLEVUE LLC	HOT YOGA BELLEVUE LLC	22	571.65	-
	1302 N. 30TH STREET	117 106TH AVE NE	21	493.33	-

	RENTON WA	BELLEVUE WA			
1180179-2	HOT YOGA INC NORTHGATE 1302 N. 30TH STREET RENTON WA	HOT YOGA INC NORTHGATE 11030 8TH AVE NE SEATTLE WA	22 21	928.33 783.18	- -
1182416-6	TIMBER RIDGE OPCO LLC 400 LOCUST ST DES MOINES IA	TIMBER RIDGE AT TALUS ISSAQUAH WA	21	2,411.74	-
1184440-4	M & J FOOD MART 5039 HIGHLAND DR SE AUBURN WA	M & J FOOD MART 427 E SMITH ST KENT WA	23 22	108.05 477.81	- -
1184766-2	NANA FOOD INC 11900 NE 1ST ST #3097/STE 300 BELLEVUE WA	FROM MILK SOUTHCENTER 504 SOUTHCENTER MALL TUKWILA WA	22 21	4,199.94 2,782.30	- -
1193022-9	ALTANATURAL CORPORATION 12233 NE TOTEM LAKE WAY KIRKLAND WA	THE CARLTON INN AT TOTEM LAKE 12233 NE TOTEM LAKE WAY KIRKLAND WA 8212202	24 23 22	901.39 663.35 651.1	- - -
1228140-8	BTS EXCHANGE LLC 1213 4TH AVE N KENT WA	INDEPENDENT DEALER ACCESSORIES 1213 4TH AVE N KENT WA 7675450	0	0	-
1232201-2	MACHOL & JOHANNES LLC 2800 156TH AVE SE STE 105 BELLEVUE CO	MACHOL & JOHANNES LLC 2800 156TH AVE SE STE 105 BELLEVUE WA	22	668.74	-
1268211-8	DIRTY DIRT NW LLC PO BOX 46579 SEATTLE WA	DIRTY DIRT NW LLC 1701 SW 112TH ST BURIEN WA	23 22	120.08 422.4	- -
1275208-5	SPEEDGAUGE INC 123 10TH ST SAN FRANCISCO CA	SPEEDGAUGE INC 110 CHERRY ST STE 300 SEATTLE WA	0	0	-
1295184-4	RAY CAROL L 2205 N 45TH ST UNIT A SEATTLE WA	PEDIATRIC SPEECH & LANGUAGE THERA 2205 N 45TH ST UNIT A SEATTLE WA	24 23 22	151.12 168.78 163.11	- - -
1295204-0	ELEGANT NAILS BY TINA LLC 1400 S JACKSON ST STE 4 SEATTLE WA	ELEGANT NAILS 4804 CALIFORNIA AVE SW SEATTLE WA	0	0	-
1315525-4	JOHNSON INDUSTRIES INC PO BOX 3025 SEATTLE WA	JOHNSON INDUSTRIES INC 1015 S MYRTLE ST SEATTLE WA	22	809.88	404.94
1317205-1	9600 MLK LLC 9600 MARTIN LUTHER KING JR WAY S SEATTLE WA	9600 MLK LLC 9600 MARTIN LUTHER KING JR WAY S SEATTLE WA	21	1,402.70	701.35
1324166-6	CATHERINES INC PO BOX 165001 DULUTH MN	CATHERINES INC #5570 2114 S COMMONS #C25 FEDERAL WAY WA	21	352.51	-
1330211-2	DYLAN & MACKENZIE DEVITO 2307 W WOLFRAM ST 214 CHICAGO IL	NO BONES HOSPITALITY LLC 5410 17TH AVE NW SEATTLE WA	24 23 22 21	191.43 182.15 462.49 406.44	- - - -
1333477-6	KGM ASSEMBLERS INC 18770 80TH PL S 187A	KGM ASSEMBLERS 18770 80TH PL S BLDG 187-A	23 22	538.4 625.64	- -

	KENT WA	KENT WA 2516228			
1344205-8	BMC STOCK HOLDINGS	BUILDING MATERIALS HOLDING CORP	22	508.89	-
	8020 ARCO CORPORATE DR STE 400	5210 EAST LAKE SAMMAMISH PKWY SE	21	456.25	228.13
	RALEIGH NC	ISSAQUAH WA			
1346315-3	EASY RIDER CANOE & KAYAK CO	EASY RIDER FIBERGLASS BOAT CO	22	624.91	-
	PO BOX 88108	15666 68TH AVE S			
	SEATTLE WA	TUKWILA WA 2283633			
1363857-2	PACIFIC GYNECOLOGY SPCLTS PC	PACIFIC GYNECOLOGY SPCLTS PC	22	384.63	-
	1101 MADISON ST #1500	1101 MADISON ST #1500	21	324.49	-
	SEATTLE WA	SEATTLE WA 5870585			
1385183-7	YOGURT VENTURES PARK ROW LLC	YOGURTLAND PARK ROW	22	138.59	-
	845 106TH AVE NE STE 103	233 BELLEVUE WAY NE	21	189.07	-
	BELLEVUE WA	BELLEVUE WA			
1395531-5	CHiodo BROKERAGE LLC	CHiodo BROKERAGE LLC	22	354.14	-
	PO BOX 84158	19810 87TH AVE S BLDG F			
	SEATTLE WA	KENT WA			
1401660-4	VIEWPATH INC	VIEWPATH INC	22	264.88	-
	920 5TH AVENUE 3450	500 YALE AVE N #289			
	SEATTLE WA	SEATTLE WA			
1408209-3	B & G HEATING & COOLING LLC	B & G HEATING & COOLING LLC	24	285.79	-
	PO BOX 24957	32902 23RD AVE SW	23	214.06	-
	FEDERAL WAY WA	FEDERAL WAY WA	22	426.69	-
			21	379.04	-
			20	314.81	-
			19	723.25	-
1414109-7	ANSWERIQ INC	SMARTASSIST	23	1,272.59	-
	10400 NE 4TH ST	10400 NE 4TH ST	22	1,230.08	-
	BELLEVUE WA	BELLEVUE WA	21	884.61	-
1414596-5	CARRIVEAU WILLIAM	NORTHGATE PHYSICAL & SPORTS THERA	0	0	-
	7036 16TH AVE NW	7036 16TH AVE NW			
	SEATTLE WA	SEATTLE WA 3676427			
1417181-3	PEARL BAR & DINING LLC	PEARL BAR AND DINING	21	1,645.52	-
	700 BELLEVUE WAY NE STE 50	700 BELLEVUE WAY NE STE 50			
	BELLEVUE WA	BELLEVUE WA			
1432070-9	BABAMM LLC	BAMBU	22	1,888.31	-
	111 108TH AVE NE STE 1600	111 108TH AVE NE STE 1600	21	2,130.75	1,065.38
	BELLEVUE WA	BELLEVUE WA			
1438181-8	AVAD LLC	AVAD LLC	22	718.74	-
	8501 E PRINCESS DR	16120 WOODINVILLE-REDMOND RD NE U	21	655.46	-
	SCOTTSDALE AZ	WOODINVILLE WA			
1441209-2	MATCHERINO INC	MATCHERINO INC	20	498.39	-
	2150 N 107TH ST SUITE B-40	2005 NE 135TH ST	19	731.42	-
	SEATTLE WA	SEATTLE WA			
1461184-2	LTV LLC	TIPS & STONE NAILS & SPA	22	1,335.49	-
	14125 NE 20TH ST STE F	14125 NE 20TH ST STE F			
	BELLEVUE WA	BELLEVUE WA			
1469482-2	CNA FLEXIBLE TOOLING SYSTEMS	CNA FLEXIBLE TOOLING SYSTEMS	23	400.99	-
	230 S TOBIN ST	230 S TOBIN ST	22	386.73	193.37
	RENTON WA	RENTON WA 8226700			
1470210-4	EDIFICE TECHNOLOGIES INC	VVIZUALIIZ	24	81.25	-

	17311 135TH AVE NE STE B500	17311 135TH AVE NE STE B500	22	772.49	-
	WOODINVILLE WA	WOODINVILLE WA	21	704.49	-
			20	579.11	-
1508212-6	USERMIND INC	USERMIND INC	22	1,122.09	-
	1201 2ND AVE 1700	83 COLUMBIA ST STE 305			
	SEATTLE WA	SEATTLE WA			
1515903-1	BLUE SKY CLEANERS LLC	BLUE SKY CLEANERS	20	491.38	-
	1111 ELLIOTT AVENUE W	339 KIRKLAND AVE	19	394.21	-
	SEATTLE WA	KIRKLAND WA			
1523203-6	ESSENCE DIGITAL WEST 2 INC	ESSENCE DIGITAL WEST 2 INC	21	1,056.43	-
	54 W 21ST ST 11TH FLOOR	1100 112TH AVE NE # S-110			
	NEW YORK NY	BELLEVUE WA			
1535184-4	BELLA KWONG INC	CLIP CUT & SPA	21	216.2	-
	2519 15TH AVE S	3820 RAINIER AVE S STE D			
	SEATTLE WA	SEATTLE WA			
1537211-3	TIMS TAVERN	TIMS TAVERN	22	1,785.09	-
	602 N 105TH ST	602 N 105TH ST	21	1,568.75	784.38
	SEATTLE WA	SEATTLE WA			
1541229-9	FWS OIVF LLC	CUBE SMART	23	188.21	-
	PO BOX 320099	2010 SE 356TH ST	22	392.25	-
	ALEXANDRIA VA	FEDERAL WAY WA			
1551184-3	ZULILY LLC	ZULILY LLC	24	39,100.91	-
	2601 ELLIOTT AVE STE 200	2601 ELLIOTT AVE STE 200			
	SEATTLE WA	SEATTLE WA			
1563213-6	YEONH CORPORATION	JOYS ASIAN RESTAURANT	0	0	-
	7844 NE LEARY WAY	7844 LEARY WAY NE			
	REDMOND WA	REDMOND WA			
1583185-2	CVPARTNERS INC	CVPARTNERS INC	23	1,222.00	-
	505 SANSOME ST STE 1100	600 108TH AVE NE STE 1850	22	1,181.18	590.59
	SAN FRANCISCO CA	BELLEVUE WA			
1584185-1	APFS LLC	APFS LLC	22	427.33	213.67
	14450 NE 29TH PL STE 200	1111 3RD AVE STE 2360			
	BELLEVUE WA	SEATTLE WA			
1622168-1	TWEEN BRANDS INC	JUSTICE STORES #0846	21	356.1	-
	PO BOX 165001	1101 SUPERMALL WAY #1318			
	DULUTH MN	AUBURN WA			
1626168-7	ALLIED BUSINESS SYSTEMS INC	ALLIED BUSINESS SYSTEMS	21	1,341.40	-
	10604 NE 38TH PL #118	10604 NE 38TH PL #118			
	KIRKLAND WA	KIRKLAND WA			
1633184-5	YUGI FIT CLUBS INC	KOKO FITCLUB	21	522.71	-
	13713 212TH DR NE	17614 140TH AVE NE			
	WOODINVILLE WA	WOODINVILLE WA			
1642203-2	THI'S SALON SERVICES	THI'S SALON SERVICES	23	159.01	-
	125 SW 148TH ST STE F	125 SW 148TH ST STE F	22	646.75	323.38
	BURIEN WA	BURIEN WA			
1649254-8	NANOSURFACE BIOMEDICAL INC	NANOSURFACE BIOMEDICAL INC	23	876.84	-
	4000 MASON RD STE 304	4000 MASON ST STE 304	22	794.65	-
	SEATTLE WA	SEATTLE WA			
1652213-8	GEORLOT NETWORKS INC	GEORLOT NETWORKS INC	23	428.56	-
	5506 6TH AVE S	2320 S SPOKANE ST	22	388.39	-

	SEATTLE WA	SEATTLE WA			
1662853-9	EASTSIDE WEIGHT MANAGEMENT LLC 8195 166TH AVE NE STE 201 REDMOND WA	IDEAL WEIGHT LOSS AND WELLNESS 6521 CALIFORNIA AVE SW SEATTLE WA	22 21	270.18 237.44	- -
1673181-2	YOUNG GWANG INC 13340 175TH WOODINVILLE WA	WOODGATE CLEANERS 13340 NE 175TH ST WOODINVILLE WA	21	408.94	-
1678814-3	NESTOR SALES LLC DBA ACE TOOL CO 7337 BRYAN DAIRY RD LARGO FL	ACE TOOL CO 18300 SOUTHCENTER PKWY RENTON WA	22	1,000.35	-
1679970-2	MERIDIAN VALLEY REALTY 13012 SE 234TH ST KENT WA	MERIDIAN VALLEY REALTY 13306 SE 240TH ST KENT WA 6311222	21	533.01	-
1680369-4	RODRIGUEZ SOLTERO INC 1617 S 325TH ST FEDERAL WAY WA	TOREROS TAQUERIA CROSSROADS 15600 NE 8TH ST PM 11 BELLEVUE WA 2714045	21	121.05	-
1688475-1	7 AUTO BODY & REPAIR LLC 9739 GREENWOOD AVE N SEATTLE WA	7 AUTO BODY & REPAIR LLC 9739 GREENWOOD AVE N SEATTLE WA	22	441.47	-
1692206-4	DAVIS KYLEE M 200 S TOBIN ST STE A RENTON WA	THE GOOD LIFE MASSAGE 200 S TOBIN ST STE A RENTON WA	22	476.9	-
1706120-1	LH9 LLC 16402 MILITARY RD S SEATTLE WA	WILLIES AUTO SERVICE 16402 MILITARY RD S SEATAC WA	23 22	37.71 829.46	- -
1708206-6	RENTON COIN LAUNDRY 1811 HOWARD RD STE 107 AUBURN WA	RENTON COIN LAUNDRY 1222 BRONSON WAY N STE 195 RENTON WA	22 21	698.79 607.23	- -
1715169-7	PAUL L ALOTA DDS & ASSOCIATES PLL 4003 S GENESEE ST SEATTLE WA	GREAT WALL CLINIC 18230 EAST VALLEY HWY S STE 168 KENT WA	21	1,072.73	360.00
1728184-1	DAVES AUTO PAINTING INC 11947 124TH AVE NE KIRKLAND WA	DAVES AUTO PAINTING INC COLLISION R 11947 124TH AVE NE KIRKLAND WA	23 22	248.9 234.54	- 117.27
1751203-9	JUPE LLC 555 108TH AVE NE BELLEVUE WA	BLANK SPACE CAFE GREENLAKE 7214 WOODLAWN AVE NE SEATTLE WA	23 22 21 20	226.24 330.18 290.16 230.09	- - - -
1761605-3	MARK EARLY LEARNING CENTERS LLC 4420 220TH ST SE BOTHELL WA	THE GODDARD SCHOOL 11810 NORTH CREEK PKWY N 100 BOTHELL WA	22 19	1,393.65	-
1761890-1	ELlichang LLC 2340 130TH AVE NE D202 BELLEVUE WA	SHARETEA PLUS UW 4730 UNIVERSITY WAY NE STE 109-11 SEATTLE WA	22	178.8	89.40
1762814-0	NORTHWEST BALLET CENTER 17171 BOTHELL WAY NE A 132 LAKE FOREST PARK WA	NORTHWEST BALLET CENTER 17171 BOTHELL WAY NE # A132 LAKE FOREST PARK WA	24 23 22 21	1.51 1.11 3.29 3.05	- - - -
1762818-1	ORGANIC NAIL BAR AT SOUTHCENTER,	ORGANIC NAILS BAR	22	4,199.94	-

	426 SOUTHCENTER MALL SPC 1000	426 SOUTHCENTER MALL	21	2,782.30	-
	TUKWILA WA	TUKWILA WA			
1765151-4	ARAYAS PLACE LLC	ARAYAS PLACE	23	127.88	-
	5240 UNIVERSITY WAY NE STE A	5240 UNIVERSITY WAY NE STE A	22	431.04	-
	SEATTLE WA	SEATTLE WA	21	378.8	-
1788159-0	DONNELLEY FINANCIAL LLC	DONNELLEY FINANCIAL LLC	21	1,012.11	506.06
	391 STEEL WAY STR	14030 NE 24TH ST STE 203			
	LANCASTER PA	KIRKLAND WA			
1796181-4	TOPIA MOBILITY INC	TOPIA MOBILITY INC DBA: POLA	21	685.04	-
	30 MAIDEN LN #550	3290 146TH PL SE STE A			
	SAN FRANCISCO CA	BELLEVUE WA			
1809814-5	FLEENOR PAPER CO	FLEENOR PAPER CO	22	579.53	-
	501 42ND ST NE 300	501 42ND ST NE 300			
	AUBURN WA	AUBURN WA			
1810364-8	UNITED RETIREMENT INC	UNITED RETIREMENT INC	21	198.5	-
	4999 LOUISE DR STE 205	600 STEWART ST 1600			
	MECHANICSBURG PA	SEATTLE WA 4480285			
1815048-2	MCLAUGHLIN ROBERT MD INC PS	MCLAUGHLIN ROBERT MD INC PS	22	290.79	-
	30800 PACIFIC HWY S	30800 PACIFIC HWY S			
	FEDERAL WA	FEDERAL WAY WA 9415597			
1826275-8	HOPHEADS, LLC	HOPHEADS TAPROOM	22	1,117.60	-
	14141 NE WOODINVILLE DUVALL RD NE	14141 NE WOODINVILLE-DUVALL RD	21	815.37	-
	WOODINVILLE WA	WOODINVILLE WA			
1841199-1	GRAKON LLC	GRAKON LLC	23	18,213.50	-
	1911 S 218TH ST	1911 S 218TH ST	22	19,458.79	-
	DES MOINES WA	DES MOINES WA 8246000			
1845831-5	CONGEEZ INC	CONGEEZ	21	290.98	-
	5621 22ND AVE NW 618	503 S WELLER ST			
	SEATTLE WA	SEATTLE WA			
1854170-6	KENNETH K NISHIMOTO DDS PLLC	KENNETH K NISHIMOTO DDS PLLC	21	220.2	-
	118 SW 160TH ST	118 SW 160TH ST			
	SEATTLE WA	BURIEN WA 2436100			
1862217-5	RESTAURANTS UNLIMITED INC	HENRYS TAVERN	21	54,710.03	-
	1209 ORANGE ST	500 BELLEVUE WAY NE # 310			
	WILMINGTON DE	BELLEVUE WA			
1868217-9	AVO-POKE	AVO-POKE	23	1,145.34	-
	500 BELLEVUE WAY NE F1 2	500 BELLEVUE WAY NE F1 2	22	1,107.06	553.53
	BELLEVUE WA	BELLEVUE WA			
1884218-7	1200 E PIKE ST LLC	BISHOPS BARBERSHOP NO 11	22	533.61	-
	4110 SE HAWTHORNE BLVD	1200 E PIKE ST			
	PORTLAND OR	SEATTLE WA			
1887774-6	MARSH CHIROPRACTIC PS	MARSH CHIROPRACTIC PS DBA: JEX CH	22	691.94	-
	19201 108TH AVE SE # 101	19201 108TH AVE SE # 101	21	605.58	-
	RENTON WA	RENTON WA 2716271			
1896695-2	JENSSENS OLD FASHIONED SMOKEHOUSE	JENSSENS SMOKED MEATS	21	1,465.42	-
	10520 GREENWOOD AVE N	10516 GREENWOOD AVE N			
	SEATTLE WA	SEATTLE WA 3645569			
1903161-6	ARLEC AMERICA LLC	NORMANDE LIGHTING	24	341.88	-
	18437 CASCADE AVE S	18437 CASCADE AVE S	23	264.5	-
	TUKWILA WA	TUKWILA WA	22	251.68	125.84

1905218-2	BURN CYCLE WASHINGTON LLC 901 NW 10TH AVE PORTLAND OR	BURN CYCLE WASHINGTON LLC 601 E PINE ST SEATTLE WA	21	1,676.01	-
1906206-6	TIPPE & DRAGUE LLC 3315 BEACON AVE S SEATTLE WA	TIPPE & DRAGUE ALEHOUSE 3315 BEACON AVE S SEATTLE WA	23 22	1,090.94 988.68	- 494.34
1923172-9	TAYLOR'S CLEANERS INC 10441 SE 240TH ST KENT WA	TAYLOR'S CLEANERS INC 10441 SE 240TH ST KENT WA	21	1,201.81	600.91
1923213-1	PURELY VELVET LLC 2801 1ST AVE STE C SEATTLE WA	PURELY VELVET SALON & SPA 2801 1ST AVE STE C SEATTLE WA	23 22	324.76 1,318.23	- 659.12
1929504-7	TRITOLIUM BALANCE LLC 1516 MACADAM RD S APT 60 TUKWILA WA	JADE FOREST DAY SPA 1230 SOUTHCENTER MALL TUKWILA WA	24 23 22	2,993.80 2,427.56 2,333.30	- - -
			21	1,545.72	-
1932187-6	JR BAY INC 115 A PRATT ST PROVIDENCE RI	JOHNNY ROCKETS 2600 SOUTHCENTER MALL FC-1 TUKWILA WA	23 22	3,132.60 3,008.36	- 1,504.18
1933905-0	BONGMBA DONALD & MABEL 17619 SE COUGAR MOUNTAIN DR BELLEVUE WA	SUPERCUTS 2236 32ND AVE W STE E SEATTLE WA	23 22	135.49 122.79	- -
1936547-7	FESTIVALS INC 320 E SUNSET WAY STE 100 ISSAQUAH WA	BITE OF SEATTLE 320 E SUNSET WAY STE 100 ISSAQUAH WA 2322982	21	940.41	138.36
1948496-3	FOREST PARK CLEANERS LLC 17171 BOTHELL WAY NE #A107 LAKE FOREST PARK WA	FOREST PARK CLEANERS 17171 BOTHELL WAY NE LAKE FOREST PARK WA	23 22 21	280.58 265.51 295.88	- - -
1950219-4	CWCJ INTERNATIONAL INC 550 106TH AVE NE #101 BELLEVUE WA	COCO 2 IZAKAYA 550 106TH AVE NE STE 101 BELLEVUE WA	22	2,050.53	-
1955940-0	THE PACIFIC INSTITUTE AMERICAS 12101 TUKWILA INT'S BLVD 330 SEATTLE WA	THE PACIFIC INSTITUTE AMERICAS 12101 TUKWILA INTERNATIONAL BLVD SEATTLE WA 6284800	22	477.63	-
1956900-3	PORT BLAKELY TREE FARMS 1501 FOURTH AVE 2150 SEATTLE WA	PORT BLAKELY TREE FARMS 1501 4TH AVE #2150 SEATTLE WA 6827262	23 22	251.83 305.41	- -
1974177-6	LANE BRYANT INC PO BOX 165001 DULUTH MN	LANE BRYANT #4710 17256 REDMOND WAY REDMOND WA	21	262.56	-
1990158-6	NAM NGUYEN 303 SW 148TH ST BURIEN WA	NW IMPORT AUTO SERVICE LLC 303 SW 148TH ST BURIEN WA	24 23 22 21 20 19	200.88 175.44 218.25 255.72 253.28 258.46	- - - - - -
1992538-7	FORTUNE OVERSEAS RESTAURANT INC 15163 NE 24TH ST REDMOND WA	BUERJIA CHINESE SAUERKRAUT FISH 15163 NE 24TH ST REDMOND WA	24 23 22 21	2,024.53 1,482.42 2,051.34 2,429.38	- - - -

2026157-4	BURIEN CLUB LLC	BURIEN CLUB LLC	24	1,455.81	-
	14241 NE WOODINVILLE DUVALL RD PM	125 S 156TH ST	23	1,391.06	-
	WOODINVILLE WA	BURIEN WA	22	9,286.89	-
			21	8,024.79	-
			20	6,632.49	-
			19	17,781.31	-
2037221-5	FIKA HOUSE LLC	FIKA HOUSE KAFE	21	477.69	-
	6208 EMPRESA DR	288 106TH AVE NE STE 100			
	AUSTIN TX	BELLEVUE WA			
2050171-4	NEWONE CORPORATION	ULTRA 1 HOUR CLEANING	24	428.26	-
	11613 124TH AVE NE # C	11613 124TH AVE NE # C	23	385.38	-
	KIRKLAND WA	KIRKLAND WA	22	569.09	-
			21	515.51	-
			20	397.09	-
2077960-9	BARBACK LLC	DYNASTY ROOM	21	584.28	-
	1511 3RD AVE 801	714 S KING ST			
	SEATTLE WA	SEATTLE WA			
2093219-0	DAWN STAR INC	DAWN STAR INC	23	2,130.05	-
	1107 254TH AVE NE	432 S MASSACHUSETTS ST	22	1,930.39	-
	SAMMAMISH WA	SEATTLE WA	21	1,628.57	814.29
2150141-6	SEABAY BUILDING GROUP LLC	SEABAY BUILDING GROUP LLC	23	292.28	-
	205 S CLARK DR 1	3100 AIRPORT WAY S BLDG 11 # 200	22	264.88	132.44
	TEMPE AZ	SEATTLE WA			
2157188-0	AIM DENTAL ASSOCIATES INC	AIM DENTAL ASSOCIATES	23	158.24	-
	6044 MARTIN LUTHER KING WAY JR ST	6044 MARTIN LUTHER KING JR WAY S	22	181.9	-
	SEATTLE WA	SEATTLE WA			
2157322-5	WARRANTY LOGISTICS LLC - 2SDS	WARRANTY LOGISTICS LLC - 2SDS	22	138.89	-
	PO BOX 331987	25853 104TH AVE SE			
	NASHVILLE TN	KENT WA			
2212219-6	SIERRA S CONLEY LLC	MARY JANE	22	232.29	-
	13513 NE 126TH PL STE C	13513 NE 126TH PL STE C	21	294.56	-
	KIRKLAND WA	KIRKLAND WA			
2213175-9	SCHUMACHER CREATIVE SERVICE	SCHUMACHER CREATIVE SERVICE	23	84.08	-
	903 PAIUTE PL	2025 NE 123RD ST	22	756.01	378.01
	LA CONNER WA	SEATTLE WA			
2216192-1	ENERG2 TECHNOLOGIES INC	ENERG2 TECHNOLOGIES INC/ENERG2	22	5,666.63	-
	100 NE NORTHLAKE WAY STE 300	100 NE NORTHLAKE WAY STE 300			
	SEATTLE WA	SEATTLE WA			
2239136-1	MICHAEL H STURROCK DVM INC	MICHAEL H STURROCK DVM, INC.	23	415.95	-
	10618 SE 240TH ST	10618 SE 240TH ST	22	395.03	-
	KENT WA	KENT WA	21	344.54	-
2239215-3	HUGHES TRADING INTERNATIONAL INC	CRUSH FOOTWEAR	22	325.08	-
	3 LAKE ST	3 LAKE ST	21	294.48	-
	KIRKLAND WA	KIRKLAND WA			
2241214-2	DOULOS WIRELESS LLC	SPIKED WIRELESS	24	68.79	-
	P O BOX 58924	3164 NE SUNSET BLVD	23	50.21	-
	SEATTLE WA	RENTON WA	22	227.84	-
			21	197.99	-
			20	165.21	-
2251221-4	SALON SA HAIR NAIL LLC	SALON SA HAIR NAIL LLC	24	407.38	-
	7630 RAINIER AVE S	7630 RAINIER AVE S	23	631.33	-

	SEATTLE WA	SEATTLE WA	22	572.15	-
			21	502.8	-
			20	415.33	-
			19	248.56	-
2254136-1	REGENCY NW CONSTRUCTION INC 2459 152ND AVE NE BLDG 17 REDMOND WA	REGENCY NW CONSTRUCTION INC 2459 152ND AVE NE BLDG 17 REDMOND WA	22	331.21	-
2260175-1	SIMPLY MAC INC 13155 NOEL RD STE 100 LB73 DALLAS TX	THE REDMOND MAC STORE 16516 NE 74TH ST REDMOND WA	23 22	267.83 354.97	- -
2263214-5	MIND YOUR BODY CLINIC PLLC 6900 E GREEN LAKE WAY N STE J SEATTLE WA	MIND YOUR BODY CLINIC PLLC 6900 E GREEN LAKE WAY N STE J SEATTLE WA	23 22	433.16 397.09	- 295.30
2267216-6	POINT INSIDE INC 12400 SE 38TH ST 50751 BELLEVUE WA	POINT INSIDE INC 12400 SE 38TH ST 50751 BELLEVUE WA	23 22 21	252.64 150.62 5,133.71	- - -
2267732-2	MINI'S COFFEE & DONUTS LLC 200 CENTRAL WAY KIRKLAND WA	MINI'S COFFEE & DONUTS 3727 FACTORIA BLVD SE BELLEVUE WA	21	442.3	-
2301068-9	DAHAE CORPORATION 15332 HIGHWAY 99 STE 11 LYNNWOOD WA	MINAMI TERIYAKI 17307 140TH AVE NE WOODINVILLE WA	23 22 21	288.56 296.84 270.7	- - -
2338168-4	GREEN LEAF SEATTLE INC 2519 15TH AVE S SEATTLE WA	GREEN LEAF VIETNAMESE RESTAURANT 418 8TH AVE S SEATTLE WA	23 22 21	1,513.16 1,371.31 1,205.13	- - -
2355066-8	APOGEN BIOTECHNOLOGIES INC 2815 EASTLAKE AVE E STE 300 SEATTLE WA	APOGEN BIOTECHNOLOGIES INC 2815 EASTLAKE AVE E STE 300 SEATTLE WA	22	481.88	-
2364221-8	HITCHCOCK DELI GEORGETOWN LLC 6003 12TH AVE S SEATTLE WA	HITCHCOCK DELI GEORGETOWN LLC 6003 12TH AVE S SEATTLE WA	21	311.03	-
2371222-7	GEO'S BAR AND GRILL 10515 GREENWOOD AVE N SEATTLE WA	GEO'S BAR AND GRILL 10515 GREENWOOD AVE N SEATTLE WA	24 23 22	1,386.95 1,036.98 902.18	- - -
2372187-1	HOT YOGA OF FEDERAL WAY LLC 1302 N. 30TH STREET RENTON WA	HOT YOGA OF FEDERAL WAY 31839 GATEWAY CENTER BLVD S FEDERAL WAY WA	22 21	656.4 559.77	- -
2373043-5	STORABLES INC 3250 NW YEON AVE W12 PORTLAND OR	STORABLES INC 2692 NE 49TH ST SEATTLE WA	21	596.74	-
2398847-0	SIGMA IQ INC 1620 4TH AVE STE 200 SEATTLE WA	FINPOINT IQ INC 1620 4TH AVE STE 200 SEATTLE WA	22 20	931.13	-
2401092-8	IDEARM LLC 4507 UNIVERSITY WAY NE SEATTLE WA	HUNAN CHINESE KITCHEN 4507 UNIVERSITY WAY NE SEATTLE WA	21	572.64	-
2406084-0	BSK GROUP USA LTD 225 RUE CHABANEL O STE 901 MONTREAL QC CANADA H2N 2C9	MATT & NAT 1014 BELLEVUE SQUARE STE 234 BELLEVUE WA	22 20	4,146.60	-
2407348-8	LINCOLN PROPERTY COMPANY COMMERCIAL	LINCOLN PROPERTY COMPANY COMMERCIAL	21 19	576.84	-

	925 4TH AVE 1100	925 4TH AVE 1100			
	SEATTLE WA	SEATTLE WA			
2410222-0	APC808 LLC	ALOHA POKE CO	22	1,907.15	-
	4524 S 320TH PL	722 12TH AVE	21	1,676.01	-
	FEDERAL WAY WA	SEATTLE WA			
2441162-1	SUMMERWIND GYMS INC	THE LITTLE GYM	22	474.55	-
	809 7TH ST S	290 SW 43RD ST	21	412.38	-
	KIRKLAND WA	RENTON WA			
2443861-6	INTEGRIS SOFTWARE INC	INTEGRIS SOFTWARE INC	21 19	922.94	-
	3258 37TH AVE SW	1525 4TH AVE 5TH FL			
	SEATTLE WA	SEATTLE WA			
2492221-3	CDSC INC	Q CLEANERS	21	210.12	-
	4744 CALIFORNIA AVE SW	4744 CALIFORNIA AVE SW			
	SEATTLE WA	SEATTLE WA			
2492816-0	SEATTLE POKE BAR INC	POKE BAR	21	270.98	-
	2340 130TH AVE NE D202	1542 12TH AVE #3			
	BELLEVUE WA	SEATTLE WA			
2497187-1	TILE LINES LLC	TILE LINES LLC	24	448.01	-
	1531 CENTRAL AVE S	1531 CENTRAL AVE S	23	372.89	-
	KENT WA	KENT WA	22	2,192.70	-
			21	1,912.50	-
			20	1,601.80	-
			19	6,089.67	-
2502161-9	PACIFIC NORTHWEST FONDUE LLC	THE MELTING POT	22	898.84	-
	375 NW GILMAN BLVD STE A200	14 MERCER ST	21	965.41	482.71
	ISSAQUAH WA	SEATTLE WA			
2511202-0	ZOE YOGURT CORP	ZOEYOGURT/ NEWCASTLE	21	1,006.04	-
	6900 E GREEN LAKE WAY N # E	6920 COAL CREEK PKWY SE STE 7			
	SEATTLE WA	NEWCASTLE WA			
2516167-0	NORTHWEST AVIATION SERVICES GROUP	NORTHWEST AVIATION SERVICES GROUP	21	619.23	-
	3320 WEST VALLEY HWY N # 109	3320 WEST VALLEY HWY N # 109			
	AUBURN WA	AUBURN WA			
2527470-5	I5 PHO SEATTLE	I5 PHO SEATTLE	23	1,753.68	-
	213 1ST AVE S STE 100	213 1ST AVE S	22	1,589.29	-
	SEATTLE WA	SEATTLE WA	21	1,396.68	-
2529218-6	DB3 INCORPORATED	DB3 INCORPORATED	21	6,844.23	-
	7511 GREENWOOD AVE N	2415 AIRPORT WAY S			
	SEATTLE WA	SEATTLE WA			
2529509-8	GELD HOLDINGS LLC	HAWKS NEST WEST	24	544.85	-
	19754 SE 128TH WAY	2806 ALKI AVE SW	23	407.2	-
	ISSAQUAH WA	SEATTLE WA	22	369.04	-
			21	324.31	-
			20	214.31	-
2540493-0	LANE BRYANT INC	LANE BRYANT STORE #6278	21	397.59	-
	PO BOX 165001	2122 S COMMONS STE C26			
	DULUTH MN	FEDERAL WAY WA			
2541176-0	TAPHOUSE GRILL SEATTLE LLC	TAPHOUSE GRILL	22	3,775.43	-
	200 W MERCER ST 511	1506 6TH AVE	21	4,280.62	-
	SEATTLE WA	SEATTLE WA			
2549223-2	JK FABRICATION INC	JK FABRICATION INC	21	266.91	-
	3101 W COMMODORE WAY STE 3	3101 W COMMODORE WAY STE 3			

	SEATTLE WA	SEATTLE WA			
2555498-1	NORTHWEST BREWERY WORKS	BOSK BREW WORKS INC	25	13,520.21	-
	14350 NE 193RD PL	14350 NE 193RD PL	24	11,733.79	-
	WOODINVILLE WA	WOODINVILLE WA			
2587169-0	WALKING COMPANY THE	WALKING COMPANY THE #129	21	456.87	-
	25 W ANAPAMU ST	1428 4TH AVE #1069			
	SANTA BARBARA CA	SEATTLE WA			
2587202-9	THE WANDERING GOOSE LLC	THE WANDERING GOOSE	21	671.34	-
	1301 SPRING ST 17A	403 15TH AVE E			
	SEATTLE WA	SEATTLE WA			
2588222-6	RUGBY NATION LLC	ATAVUS	24	1,305.89	-
	1560 1ST AVE S	1560 1ST AVE S	23	975.99	-
	SEATTLE WA	SEATTLE WA	22	884.5	-
			21	746.21	-
			20	716.53	358.27
2603165-8	SALAZAR EUGENE GALLEGOS	EL PIQUE	23	612.04	-
	14445 AMBAUM BLVD SW	14445 AMBAUM BLVD SW	22	578.94	-
	BURIEN WA	BURIEN WA			
2619167-6	HAACK MARTY	BLOCK & HEAD MACHINE LLC	21	856.43	-
	1824 S 296TH ST	14013 TUKWILA INTERNATIONAL BLVD			
	FEDERAL WAY WA	TUKWILA WA			
2621217-5	GBG USA INC	BCBG MAX AZRIA #938	24	14.69	-
	350 FIFTH AVE 9 FLR	400 BELLEVUE SQUARE	23	11.08	-
	NEW YORK NY	BELLEVUE WA	22	10.71	-
2633019-1	KONG LLC	THE ALLEY KOREAN RESTAURANT	22	441.47	-
	23607 HIGHWAY 99 STE 2A	4129 UNIVERSITY WAY NE			
	EDMONDS WA	SEATTLE WA			
2654224-1	JC MARBLE & GRANITE LLC	JC MARBLE & GRANITE LLC	24	591.78	-
	25447 PACIFIC HWY S	25447 PACIFIC HWY S	23	444.55	-
	DES MOINES WA	DES MOINES WA	22	823.89	-
			21	724.04	-
			20	598.06	-
			19	447.4	-
2687202-8	ZERO GRAVITY OF SEATTLE LLC	TRAMPOLINE SPORTZ / ZERO GRAVITY	21	2,125.63	-
	35025 ENCHANTED PKWY S	35025 ENCHANTED PKWY S			
	FEDERAL WAY WA	FEDERAL WAY WA			
2720656-4	LINCOLN PROPERTY COMPANY COMMERCIAL	LINCOLN PROPERTY COMPANY COMMERCIAL	22	662.2	-
	915 WILSHIRE BLVD STE 2050	925 4TH AVE 1100	21	465.56	-
	LOS ANGELES CA	SEATTLE WA			
2751228-4	BRIGHT MLS	BRIGHT MLS INFORMATION	22	619.19	-
	9707 KEY WEST AVE STE 200	2020 5TH AVE 7TH FL			
	ROCKVILLE MD	SEATTLE WA			
2758216-2	RACHEL A KEITH LLC	MINT LOUNGE	24	1,023.93	-
	1207 PINE ST	1207 PINE ST	23	765.25	-
	SEATTLE WA	SEATTLE WA	22	665.78	-
2764190-1	CIRN, INC./ INDUSTRIA CREDIT SERV	INDUSTRIAL CREDIT SERVICE	23	52.64	-
	PO BOX 4149	3150 RICHARDS RD	22	1,670.71	-
	BELLEVUE WA	BELLEVUE WA			
2779220-9	5 ELEMENTS PILATES	5 ELEMENTS PILATES	24	154.79	-
	3400 81ST PL SE	7785 SUNSET HWY	23	411.78	-

	MERCER ISLAND WA	MERCER ISLAND WA	22	411.99	-
			21	373.19	-
2786700-1	HOLMBERG JON E DDS	HOLMBERG JON E DDS	22	358.16	-
	1837 WELLS ST	1837 WELLS ST			
	ENUMCLAW WA	ENUMCLAW WA 8252081			
2788163-0	ELITE HEALTHCARE ALLIANCE LLC	ELITE HEALTHCARE ALLIANCE LLC	23	1,356.20	-
	16 ROY ST	16 RO ROY ST	22	1,229.08	-
	SEATTLE WA	SEATTLE WA	21	1,080.13	-
2825181-7	RHAPSODY INTERNATIONAL INC	RHAPSODY INTERNATIONAL INC	23	2,833.65	-
	1411 4TH AVE STE 1200	1411 4TH AVE STE 1200	22	4,403.14	-
	SEATTLE WA	SEATTLE WA			
2835229-2	REPLY YES INC	REPLY YES INC	24	291.9	-
	615 2ND AVE STE 380	615 2ND AVE STE 380	23	292.34	-
	SEATTLE WA	SEATTLE WA	22	576.83	-
			21	506.91	-
			20	462.27	-
2836559-1	WOW WOW KIRKLAND LLC	SAM CHOYS POKE TO THE MAX	21	804.72	-
	52 LAKESHORE PLAZA STE C	52 LAKESHORE PLAZA C			
	KIRKLAND WA	KIRKLAND WA			
2839498-9	PREMIUM BRANDS OPCO LLC - ANN - 1	ANN TAYLOR INC #194	21	3,709.91	-
	PO BOX 165001	1505 5TH AVE SP# A			
	DULUTH MN	SEATTLE WA			
2840198-2	BIODESIX INC	BIODESIX INC INC	21	12,395.87	-
	2970 WILDERNESS PL STE 100	219 TERRY AVE N STE 100			
	BOULDER CO	SEATTLE WA			
2851202-8	CAPCO BEVERAGES LLC	CAPCO BEVERAGES	22	215.56	-
	4100 SW ALASKA ST STE B	4100 SW ALASKA ST STE B	21	189.44	-
	SEATTLE WA	SEATTLE WA			
2856229-6	MILLER MERVIS	CHOP IT UP BARBERSHOP	24	41.11	-
	17409 139TH AVE NE	17409 139TH AVE NE	23	38.29	-
	WOODINVILLE WA	WOODINVILLE WA	22	189.69	-
			21	173	-
			20	142.2	-
			19	296.3	-
2858172-6	NEWBOLD BRIAN	EMERALD CITY TECH	21	2,551.09	-
	27404 237TH AVE SE	27656 238TH AVE SE	20	1,951.65	-
	MAPLE VALLEY WA	MAPLE VALLEY WA			
2871222-2	LANE BRYANT INC	LANE BRYANT #6123	21	463.59	-
	PO BOX 165001	401 NE NORTHGATE WAY			
	DULUTH MN	SEATTLE WA			
2887358-6	POSITIVE FUTURES NETWORK	YES! MEDIA	21	214.49	107.25
	220 2ND AVE S	220 2ND AVE S			
	SEATTLE WA	SEATTLE WA			
2896000-3	MIDWEST SIGN & SCREEN PRINTING SU	MIDWEST SIGN & SCREEN PRINTING SU	22	530.55	-
	45 MARYLAND AVE E	401 EVANS BLACK DR	21	421.76	-
	SAINT PAUL MN	TUKWILA WA 4338080			
2906221-3	THOMPSON KEVIN S	SKY NAILS & SPA	22	714.26	-
	25246 PACIFIC HWY S STE 103	25246 PACIFIC HWY S STE 103			
	KENT WA	KENT WA			
2924957-0	HAVE A NICE DAY JEWELRY & PHONE	HAVE A NICE DAY JEWELRY & PHONE	23	226.78	-
	8334 RAINIER AVE S STE 101	8334 RAINIER AVE S	22	197.29	-

	SEATTLE WA	SEATTLE WA			
2925232-7	ORLANDO BATHING SUIT LLC 5337 MILLENIA LAKES BLVD STE 400 ORLANDO FL	EVERYTHING BUT WATER 2678 NE UNIVERSITY VILLAGE MALL SEATTLE WA	23 22 21	2,325.18 2,814.36 2,374.35	- - -
2933164-2	MEDIA INTERNATIONAL LLC 12815 ASHWORTH AVE N SEATTLE WA	VENUS KARAOKE 601 S KING ST #102 SEATTLE WA	21	1,080.55	-
2943232-5	FIDELIS MARINE UNDERWRITERS LLC PO BOX 2070 COVINGTON LA	CONTINENTAL UNDERWRITERS LTD 2811 FAIRVIEW AVE E STE 1005 SEATTLE WA	21	120.68	-
2945101-0	TRI MARINE FISHING MANAGEMENT COM 10500 NE 8TH ST STE 1888 BELLEVUE WA	TRI MARINE FISHING MANAGEMENT COM 10500 NE 8TH ST STE 1888 BELLEVUE WA	24 23 22 21 20	1,619.24 1,221.69 1,180.86 1,061.53 696.53	- - - - -
2951222-5	FLAGSTAR BANK N A 102 DUFFY AVE HICKSVILLE NY	FLAGSTAR BANK 777 108TH AVE NE #1700 BELLEVUE WA	24 23 22 21 20 19	51.74 49.21 63.45 78.61 317.26 651.72	- - - - - -
2962164-6	EASTLY CLAY PO BOX 1028 VASHON WA	EASTLY PAINTING LLC 24901 WAX ORCHARD RD SW KING COUNTY WA	23 22	81.95 1,165.14	- -
2962402-0	ALLYUM LLC 2940 SW AVALON WAY SEATTLE WA	ALLYUM AVALON 2940 SW AVALON WAY SEATTLE WA	24 23 22	1,466.54 1,096.05 794.65	- - -
2967620-2	WHITE RIVER FEED INC 9929 S 267TH ST KENT WA	WHITE RIVER FEED INC 27600 78TH AVE S KING COUNTY WA 8521520	21	189.27	-
2985200-1	PCHH CORPORATION 1504 145TH PL SE STE 3 BELLEVUE WA	SUNSET SPA AND TANNING 1504 145TH PL SE # 3 BELLEVUE WA	21	209.53	-
2991426-4		Zumiez #707 11901 NE Village Ln Kirkland WA 00	22	352.46	-
2993203-5	DOMINO BEAUTY BOUTIQUE LLC 115 N 85TH ST STE 101 SEATTLE WA	DOMINO BEAUTY BOUTIQUE 115 N 85TH ST STE 101 SEATTLE WA	23 22	71.6 669.7	- -
2995222-3	FELL SWOOP INC 10695 NE BYRON DR BAINBRIDGE ISLAND WA	FELL SWOOP INC 95 S JACKSON ST STE 100 SEATTLE WA	21	164.15	-
3001899-8	ORDONEZ MARIA G DDS 509 OLIVE WAY STE 729 SEATTLE WA	MARIA G ORDONEZ DDS 509 OLIVE WAY # 729 SEATTLE WA	23 22	101.13 325.68	- -
3006957-9	SIGMA IQ INC 1620 4TH AVE STE 200 SEATTLE WA	FINPOINT IQ INC 1620 4TH AVE STE 200 SEATTLE WA	23 22	974.26 706.35	- -
3007172-4	FILTROX NORTH AMERICA INC 5506 6TH AVE S A 107 SEATTLE WA	CLARIFICATION TECHNOLOGY INC DBA 9805 NE 116TH ST PMB A200 KIRKLAND WA	21	751.4	-

3008505-4	CHINESE VEGAN INC	BAMBOO GARDEN VEGETARIAN CUISINE	21	172.54	-
	364 ROY ST	364 ROY ST			
	SEATTLE WA	SEATTLE WA 2826616			
3024233-3	AMORE SHENANIGANS INC	PAINTING WITH A TWIST	24	681.19	-
	920 15TH ST SW	920 15TH ST SW	23	676.52	-
	AUBURN WA	AUBURN WA	22	893.51	446.76
3039221-1	PACIFIC LEGAL SERVICES	PACIFIC LEGAL SERVICES INC	21	245.08	-
	981 POWELL AVE SW STE 105	451 SW 10TH ST #215			
	RENTON WA	RENTON WA			
3044201-6	CORTONA COMMUNITY	CORTONA COMMUNITY	21	2,137.19	1,068.60
	2425 E UNION ST	2425 E UNION ST			
	SEATTLE WA	SEATTLE WA			
3045186-8	CLEARPOINT FINANCIAL LLC	CLEARPOINT FINANCIAL LLC	23	324	-
	777 108TH AVE NE STE 200	600 108TH AVE NE STE 1014	22	313.18	-
	BELLEVUE WA	BELLEVUE WA	21	281.53	-
3046378-0	GREAT WINE	GREAT WINE	24	1,518.04	-
	958 111TH AVE NE STE 103	958 111TH AVE NE STE 103	23	1,145.34	-
	BELLEVUE WA	BELLEVUE WA	22	1,107.06	-
			21	995.19	-
			20	653	-
3053552-0	PPLV FOODS LLC	SHARETEA REDMOND	23	110.84	-
	7425 166TH AVE NE STE C140	7425 166TH AVE NE STE C140	22	143.71	-
	REDMOND WA	REDMOND WA			
3059980-7	MOTION STRETCH STUDIO SOUTH LAKE	MOTION STRETCH STUDIO SOUTH LAKE	22	875.2	-
	2141 S ALTERNATE AIA 430	409 FAIRVIEW AVE N 104	21	738.37	-
	JUPITER FL	SEATTLE WA			
3068222-3	TOLEDO ARTURO	TOLEDO DESIGN LLC	23	127.75	-
	2607 WESTERN AVE #302	2607 WESTERN AVE #302	22	197.94	-
	SEATTLE WA	SEATTLE WA			
3071920-7	NANA FOOD INC	FROM MILK SOUTHCENTER	21 19	2,704.46	-
	11900 NE 1ST ST #3097/STE 300	504 SOUTHCENTER MALL			
	BELLEVUE WA	TUKWILA WA			
3075222-4	AVENUE STORES LLC	AVENUE #689	20	387.24	-
	PO BOX 59365	601 S GRADY WAY			
	SCHAUMBURG IL	RENTON WA			
3075679-5	RONTRA FREIGHT INC	RONTRA FREIGHT INC	24	2,357.06	-
	18900 8TH AVE S STE 300	18900 8TH AVE S STE 300	23	1,867.98	-
	SEATAC WA	SEATAC WA 2412353	22	1,769.59	-
			21	1,519.54	-
			20	1,263.95	-
3085222-2	ACCESS PHARMACY	ACCESS PHARMACY	23	1,425.18	-
	17833 1ST AVE S STE C	17833 1ST AVE S STE C	22	1,226.91	-
	NORMANDY PARK WA	NORMANDY PARK WA	21	1,060.18	-
3116203-5	SEATOWN ATHLETICS LLC	SEATOWN CROSSFIT	24	814.74	-
	6523 CALIFORNIA AVE SW	8316 AURORA AVE N	23	608.91	-
	SEATTLE WA	SEATTLE WA	22	2,372.80	-
			21	2,085.23	-
			20	1,722.43	-
			19	5,719.08	-
3119079-6	RAMTREAT CONSTRUCTION TOOL INC	CASCADE METALLURGICAL INC	22	27,117.03	-

	PO BOX 848	21213 76TH AVE S			
	KENT WA	KENT WA 8726650			
3119169-5	1407 KENT STORAGE LLC	CENTRAL AVENUE MINI STORAGE	23	183.26	-
	4660 LA JOLLA VILLAGE DR #660	1407 CENTRAL AVE S	22	461.19	-
	SAN DIEGO CA	KENT WA			
3146119-7	MPIRICA HEALTH INC	MPIRICA HEALTH INC	24	1,171.33	-
	800 BELLEVUE WAY NE STE 500	800 BELLEVUE WAY NE STE 500	23	707	-
	BELLEVUE WA	BELLEVUE WA	22	1,476.09	-
			21	1,326.91	-
			20	870.66	-
3151189-2	ISSAQUAH NAIL 3	ISSAQUAH NAIL 3	22	853.36	-
	22651 NE INGLEWOOD HILL RD	22651 NE INGLEWOOD HILL RD	21	776.03	388.01
	SAMMAMISH WA	SAMMAMISH WA			
3181976-6	GP FUEL & GROCERY LLC	GP FUEL & GROCERY LLC	22	1,945.15	-
	11706 164TH AVE SE	11706 164TH AVE SE			
	RENTON WA	KING COUNTY WA			
3188612-0	LA PALMITA LLC	LA PALMITA	23	713.56	-
	31434 PACIFIC HWY S STE 5	31434 PACIFIC HWY S STE 5	22	548.73	-
	FEDERAL WAY WA	FEDERAL WAY WA			
3190235-6	SOUND WINDOW & DOOR INC	RENEWAL BY ANDERSEN OF SEATTLE	23	692.58	-
	7433 5TH AVE S	7433 5TH AVE S	22	2,412.86	-
	SEATTLE WA	SEATTLE WA	21	2,120.44	1,060.22
3190822-1	DAHAN GROUP LLC	BERLINER DONER KEBAB	21	4,165.41	-
	11818 105TH AVE SW	221 1ST AVE S	20	3,440.69	-
	VASHON WA	SEATTLE WA			
3191324-7	MAX MATA TEA LLC	KUNG FU TEA	24	574.81	-
	16134 SE 33RD CIR	1067 SOUTHCENTER MALL	23	466.09	-
	BELLEVUE WA	TUKWILA WA	22	447.99	-
3199075-7	HILL JENITA	BEAUTY BY JAYE	23	649.83	-
	351 STRANDER BLVD UNIT 7	351 STRANDER BLVD	22	618.34	-
	TUKWILA WA	TUKWILA WA	21	421.63	-
3201298-1	BUNTE CHERYL LEE	PINE TREE CLEANERS	24	1,012.03	-
	2209 140TH AVE NE	2209 140TH AVE NE	23	763.55	-
	BELLEVUE WA	BELLEVUE WA	22	738.04	-
			21	663.45	-
			20	435.33	-
3203187-4	MOONPIES FOR MISFITS LLC	CONTOUR	23	459.9	-
	2523 NE 110TH ST	807 1ST AVE	22	623.79	-
	SEATTLE WA	SEATTLE WA	21	548.19	274.10
3221189-8	415 COMMONS LLC	KAKAO	21	3,753.43	3,735.89
	415 WESTLAKE AVE N	415 WESTLAKE AVE N			
	SEATTLE WA	SEATTLE WA			
3238432-3	NAVIGATORS MANAGEMENT COMPANY	NAVIGATORS MANAGEMENT COMPANY	21	1,073.50	-
	400 ATLANTIC ST 8TH FLOOR	2101 4TH AVE # 1850			
	STAMFORD CT	SEATTLE WA 5256298			
3257331-3	MAGNOLIA LAWN & GARDEN SER INC	MAGNOLIA LAWN & GARDEN SER INC	23	116.73	-
	1429 WARREN AVE N	1429 WARREN AVE N	22	477.04	-
	SEATTLE WA	SEATTLE WA			
3257409-7	STEEPOLOGIE LLC	STEEPOLOGIE TEAS	21	1,428.56	-
	1905 4TH AVE	1905 4TH AVE			
	SEATTLE WA	SEATTLE WA			

3265382-6	MICHAEL E BLATNER MD PS 16259 SYLVESTER RD SW #302 SEATTLE WA	MICHAEL E BLATNER MD PS 16259 SYLVESTER RD SW 302 BURIEN WA	22	350.2	-
3272038-5	CARE ADDICTION RECOVERY SERVICES 815 1ST AVE STE 189 SEATTLE WA	CARE ADDICTION RECOVERY SERVICES 815 1ST AVE STE 189 SEATTLE WA	24 23 22	2,346.46 1,753.68 1,589.29	- - -
			21	1,396.68	-
			20	922.94	-
3292835-0	PLEXERA LLC 13110 NE 177TH PL #100 WOODINVILLE WA	PLEXERA LLC 17625 130TH AVE NE #103 WOODINVILLE WA	22	2,702.12	-
3301188-3	MICHAEL SUN 658 S JACKSON ST SEATTLE WA	SUN BAKERY & DELI INC 658 S JACKSON ST SEATTLE WA	21	180.68	-
3301203-0	NEW RUE21 LLC 800 COMMONWEALTH DR WARRENDALE PA	NEW RUE21 #1179 461 SOUTH FORK AVE SW #H NORTH BEND WA	25 24	716.26 630.18	- 315.09
3302203-9	NEW RUE21 LLC 800 COMMONWEALTH DR WARRENDALE PA	NEW RUE21 #773 1101 OUTLET COLLECTION WAY SW #12 AUBURN WA	25 24	1,015.11 1,121.66	- 560.83
3314187-0	CHOI FOR SHAI 17327 140TH AVE NE WOODINVILLE WA	ILLUSION HAIR STUDIO 15517 70TH AVE NE KENMORE WA	24 23 22	233.65 208.47 258.06	- - -
			21	440.24	-
			20	361.89	-
3326930-9	HIGHLAND GARDENS LLC 3163 GOLDIE RD BLG A STE 3 OAK HARBOR WA	HIGHLAND GARDENS 35633 NE 91ST WAY STE A KING COUNTY WA	22	339.18	-
3344436-5	ANNASTINA BEAUTY LOUNGE CORP 23914 SE KENT KANGLEY RD MAPLE VALLEY WA	ANNASTINA BEAUTY LOUNGE CORP 23914 SE KENT-KANGLEY RD MAPLE VALLEY WA	23 22	574.38 459.47	- -
3345222-8	AMERICAN PRESIDENT LINE 16220 N SCOTTSDALE RD STE 400 SCOTTSDALE AZ	AMERICAN PRESIDENT LINES LTD 1359 SW LANDER ST SEATTLE WA	21	1,516.00	-
3356768-6	INTEGRIS SOFTWARE INC 3258 37TH AVE SW SEATTLE WA	INTEGRIS SOFTWARE INC 1525 4TH AVE 5TH FL SEATTLE WA	21 18	828.53	-
3363221-7	MIKHAYLOV OLEG 14432 NE 16TH PL BELLEVUE WA	STAY TUNED CYCLES 12001 NE 12TH ST STE 82 BELLEVUE WA	23 22	106.05 367.3	- -
3369183-3	ECOENTITY INC. 12233 NE TOTEM LAKE WAY KIRKLAND WA	ALTA HEALTHY CAFE 12233 NE TOTEM LAKE WAY KIRKLAND WA	24 23 22	1,808.64 1,331.00 1,306.43	- - -
3374483-0	LOCKNESS CREATIONS LLC 10300 GREENWOOD AVE N SEATTLE WA	MINUTEMAN PRESS 10300 GREENWOOD AVE N SEATTLE WA	24 23 22	382.05 344.71 299.91	- - -
			21	375.94	187.97
3386187-3	KARATE WEST 11173 E GREENWAY RD SCOTTSDALE AZ	KARATE WEST 8451 SE 68TH ST STE 102 MERCER ISLAND WA	24 23 22	878.61 652.28 652.63	- - -

3405189-6	LITTLE FURY LLC	CITIZEN COFFEE	24	726.87	-
	4055 21ST AVE N	706 TAYLOR AVE N	23	1,025.89	-
	SEATTLE WA	SEATTLE WA	22	2,301.30	-
			21	2,022.40	-
			20	1,670.54	-
			19	1,199.72	-
3415100-1	CHAWLA INDIAN CUISINE LLC	CHAWLA CUSINE OF INDIA	22	353.18	-
	312 GLENNWOOD CT SE	10145 MAIN ST			
	RENTON WA	SEATTLE WA			
3417189-2	PUBLICIS CONSULTANTS PR INC	PUBLICIS CONSULTANTS PR INC	21	220.98	-
	2701 QUEENS PLAZA N 3RD FL	424 2ND AVE W	20	182.54	-
	LONG ISLAND CITY NY	SEATTLE WA			
3434189-1	BURGUNDY STREET LLC	BLUEACRE SEAFOOD	21	2,489.95	-
	4151 A CALIFORNIA AVE SW	1700 7TH AVE	20	2,056.74	-
	SEATTLE WA	SEATTLE WA	19	5,146.95	-
3436503-1	MORPHE LLC	MORPHE	24	10,141.79	-
	10303 NORRIS AVE	2800 SOUTHCENTER MALL	23	7,894.67	3,947.34
	PACOIMA CA	TUKWILA WA			
3438116-0	INFARM INDOOR URBAN FARMING USA I	INFARM INDOOR URBAN FARMING USA I	22	690.28	-
	5890 AIRPORT WAY S 131	5890 AIRPORT WAY S 131	21	582.35	-
	SEATTLE WA	SEATTLE WA			
3439186-2	QUARTO PUBLISHING USA	SMARTLAB TOYS	21	1,938.39	-
	401 N 2ND AVE STE 310	11120 NE 33RD ST #101			
	MINNEAPOLIS MN	BELLEVUE WA			
3450026-4	LOST LAKE MARKETS	GROCERY OUTLET OF CROSSROADS	21	762.42	-
	15625 NE 8TH ST	15625 NE 8TH ST			
	BELLEVUE WA	BELLEVUE WA			
3454221-7	YONG H INC	7 BILLIARDS	23	143	-
	33302 18TH LN S APT H 201	33324 PACIFIC HWY S UNIT 204	22	164.95	-
	FEDERAL WAY WA	FEDERAL WAY WA			
3467187-5	DANCE BOUTIQUE	DANCE BOUTIQUE	21	2,318.35	-
	15410 SE 53RD PL	660 NW GILMAN BLVD #C5			
	BELLEVUE WA	ISSAQUAH WA			
3494222-7	NEXT GENERATION LLC	GYROS & KEBABS	23	786.83	-
	2800 SOUTHCENTER MALL UNIT FC11	2800 SOUTHCENTER MALL UNIT FC11	22	2,256.26	-
	TUKWILA WA	TUKWILA WA	21	1,863.23	-
			20	1,505.84	-
			19	4,070.75	-
3502235-9	GREAT STATE BURGER	GREAT STATE BURGER	22	1,395.37	-
	3837 STONE WAY N	2041 7TH AVE	21	2,514.03	-
	SEATTLE WA	SEATTLE WA			
3514218-1	EV CHARGING SOLUTIONS INC	WEBASTO CHARGING SYSTEMS INC	21	338.61	-
	11800 CLARK ST	148 5TH ST N			
	ARCADIA CA	SKYKOMISH WA			
3525166-9	RUNWAY COLLECTION INC	RUNWAY COLLECTION INC	22	2,799.95	-
	1081 SOUTHCENTER MALL	1081 SOUTHCENTER MALL	21	1,854.86	-
	TUKWILA WA	TUKWILA WA			
3533222-0	SOI LLC	SOI	22	2,930.31	-
	6317 SE 2ND ST	1400 10TH AVE	21	2,575.18	1,287.59
	RENTON WA	SEATTLE WA			

3534098-3	DDS WIRELESS (NA) LTD 4040 LAKE WASHINGTON BLVD NE #201 KIRKLAND WA	DDS WIRELESS (NA) LTD 8271 154TH AVE NE 200 REDMOND WA	22	257.54	-
3537218-4	ROYAL NAILS 7725 CORPORATION 5818 RAINIER AVE S SEATTLE WA	RENTON NAIL SPA 20 SW 7TH ST STE D RENTON WA	24 23 22	477.41 627.23 2,601.00	- - -
			21 20 19	2,260.21 1,886.10 4,231.65	- - -
3554915-3	UPROAR CAR CORPORATION 10400 NE 4TH ST STE 500 BELLEVUE WA	UPROAR CAR CORPORATION 10400 NE 4TH ST STE 500 BELLEVUE WA	21	137.49	-
3555235-5	SIRCLE INC 9805 NE 116TH ST A-225 KIRKLAND WA	SIRCLE INC 9805 NE 116TH ST A-225 KIRKLAND WA	22 21	1,128.75 1,022.48	- -
3555927-7	LUCINDA LLC 2120 NE 65TH ST SEATTLE WA	LUCINDA GRAIN BAR 2120 NE 65TH ST SEATTLE WA	23 22	1,753.68 1,589.29	- -
3562189-5	SMALITHONG LLC 1554 E OLIVE WAY SEATTLE WA	IN THE BOWL 1554 E OLIVE WAY SEATTLE WA	22	2,645.78	1,322.89
3571182-9	BHAKTI FIRST INC 815 1ST AVE SEATTLE WA	THE UPS STORE 815 1ST AVE SEATTLE WA	23 22	67.08 1,083.16	- -
3577221-9	ROCK CREEK ARCHERY LLC 930 BATTERSBY AVE STE 105 ENUMCLAW WA	ROCK CREEK ARCHERY LLC 930 BATTERSBY AVE STE 105 ENUMCLAW WA	23 22	370.48 340.78	- -
3582235-2	TARSAN I JANE INC 4012 LEARY WAY NW SEATTLE WA	TARSAN I JANE INC 4012 LEARY WAY NW SEATTLE WA	24 23 22	1,736.56 1,297.85 1,176.20	- - -
3582476-2	BLUEWATER ENTERPRISES NW 1203 N 10TH PL APT 1424 RENTON WA	PAPA MURPHY'S W 17650 140TH AVE SE STE B2 RENTON WA 100	22	3,049.16	-
3587157-3	HOT POT WORLD ROTARY LLC 2020 S 320TH ST STE G FEDERAL WAY WA	HOT POT WORLD ROTARY 17005 SOUTHCENTER PKWY TUKWILA WA	21	6,182.88	-
3590189-1	THAI TOM LLC 4543 UNIVERSITY WAY NE SEATTLE WA	THAI TOM RESTAURANT 4543 UNIVERSITY WAY NE SEATTLE WA	22	1,424.65	-
3596474-1	SNIDER RICK E 21021 231ST AVE SE MAPLE VALLEY WA	SNIDER DRYWALL INC 21021 231ST AVE SE KING COUNTY WA	22	1,085.43	542.72
3598235-4	L'OURSIN LLC 1315 E JEFFERSON ST SEATTLE WA	L'OURSIN 1315 E JEFFERSON ST SEATTLE WA	24 23 22	678.95 1,262.65 1,144.29	- - -
			21	1,005.61	-
3607137-1	MOXIE SOFTWARE CIM CORP 301 116TH AVE SE STE 300 BELLEVUE WA	MOXIE SOFTWARE CIM CORP 301 116TH AVE SE STE 300 BELLEVUE WA	23 22	1,048.65 1,544.30	- 772.15
3616432-5	MCFARLAND DAVID 16268 5TH AVE NE	JIM ADAMS AUTO CLINIC 16268 5TH AVE NE	21	163.31	-

	SEATTLE WA	SHORELINE WA 3640976			
3618835-7	GAINWELL TECHNOLOGIES LLC	GAINWELL TECHNOLOGIES LLC	23	156.35	-
	1775 TYSON BLVD		22	136.02	-
	MCLEAN VA	SEATTLE WA			
3623235-3	BMW CAR SHARING LLC	BMW CAR SHARING LLC	21	335.2	-
	2118 3RD AVE	2118 3RD AVE			
	SEATTLE WA	SEATTLE WA			
3630235-4	SWEET IRON LLC	SWEET IRON	21	1,005.61	-
	1200 3RD AVE STE 110	1416 10TH AVE			
	SEATTLE WA	SEATTLE WA			
3632280-8	SAGO KITCHEN INC	SAGO KITCHEN	24	1,134.45	-
	203 S 2ND ST STE A & B	203 S 2ND ST STE A & B	23	828.03	-
	RENTON WA	RENTON WA	22	798.55	-
			21	555.14	-
3660221-7	MERCURY PARTNERS INC	SPARTA EVOLUTION	22	16,371.72	-
	6840 S 196TH ST STE 100	6840 S 196TH ST STE 100			
	KENT WA	KENT WA			
3663201-6	BRIGHTCOVE INC	BRIGHTCOVE INC	21	465.45	232.73
	290 CONGRESS ST 4TH FLR	601 UNION ST STE 1601			
	BOSTON MA	SEATTLE WA			
3673139-6	LAN HUE BAKERY CORP	LAN HUE BAKERY	21 19	403.79	-
	1215 S MAIN ST	900 S JACKSON ST			
	SEATTLE WA	SEATTLE WA			
3688978-0	SIGMA IQ INC	FINPOINT IQ INC	22 19	922.94	-
	1620 4TH AVE STE 200	1620 4TH AVE STE 200			
	SEATTLE WA	SEATTLE WA			
3689189-3	DAVE STEPHEN	ALEXANDERS STONE ART INC	23	626	-
	7324 NE 175TH ST	7324 NE 175TH ST	22	1,919.19	959.60
	KENMORE WA	KENMORE WA			
3695395-8	WARRANTY LOGISTICS LLC	WARRANTY LOGISTICS LLC 1600	22	158.03	-
	PO BOX 331987	507 NE NORTHGATE WAY			
	NASHVILLE TN	SEATTLE WA			
3700195-5	KIEL CONNIE J	1997 OAKGR 56/28 3339400120	24	5.51	-
	30902 115TH CT SE SP 35	SHADY HILLS ESTATES 30902 115TH C			
	AUBURN WA	AUBURN WA &075368 / 0R			
3720490-6	COOPER MARGIE	1958 ABCSU 50/10 3423049008	24	122.93	-
	724 LEWELLING BLVD # 116	BOW LAKE 3232 S 182ND PL	23	104.71	-
	SAN LEANDRO CA	SEA TAC WA +09006 / 105	22	98.15	-
			21	97.19	-
			20	96.09	-
			19	229.17	-
3722279-1	IRWIN GLEN R	1985 OAKBK 36/24 1821069016	18	271.79	236.65
	33422 192ND AVE SE SP 17	PARK PLACE MOB PK SP 017			
	AUBURN WA	AUBURN WA +34678 / 09L			
3727940-3	CPI BOW LAKE ESTATES OWNER	1960 FLAMI 54/10 3423049008	22	69.2	-
	4616 25TH AVE NE STE701	BOW LAKE 3261 S 182ND PL	21	46.98	-
	SEATTLE WA	SEA TAC WA @57709/ HG			
3730418-5	RAMIREZ LUIS F	1981 KENTW 64/14 3021059344	24	101.18	-
	12413 NE 77TH ST	3033 M ST SE	23	84.23	-
	VANCOUVER WA	AUBURN	22	81.18	-

			21	82.41	-
			20	80.14	-
			19	305.11	37.00
3765995-0	MARZANO FRANK 2101 S 324TH ST SP 167 FEDERAL WAY WA	1966 VEGAS 56/20 1621049037 BELMOR MOB PK SP 167 FEDERAL WAY WA #61788 / S93	23	161.18	-
3784000-6	TULARE JOHN R 2101 S 324TH ST SP 10 FEDERAL WAY WA	1968 KIT 45/24 1621049037 BELMOR MOB PK SP 010 FEDERAL WAY WA +222016 / S2	24	187.42	-
3799212-0	HARMON EDWARD H + DARLENE 2101 S 324TH ST SP 164 FEDERAL WAY WA	1968 NATL 55/20 1621049037 BELMOR MOB PK SP 164 FEDERAL WAY WA @08938 / 552	24 23	158.31 127.44	- -
3810700-9	GRAHMS ANDYS 35110 24TH AVE S FEDERAL WAY WA	2004 LIBERTY 50/26 2191601300 35110 24TH AVE S FEDERAL WAY WA	24	411.86	-
3811591-1	CASCADE MOBILE VILLA 15232 SE 272ND ST SP 048 KENT WA	2021 70/14 2622059020 CASCADE MOB VILLA SP 048 KENT WA	24 23 22	1,090.66 975.69 916.36	- - -
3811593-7	VANVLIT MARK J 116 L ST SE AUBURN WA	2020 48/24 5486200025 118 L ST SE AUBURN WA	23 22	1,162.22 1,142.34	- -
3819002-1	WONDERLAND ESTATES=HANSON JUDITH P O BOX 22167 SEATTLE WA	1969 DIPLO 60/12 2323059020 MH WONDERLAND 15266 OAK DR RENTON WA	24 23 22 21 20 19	76.34 59.89 57.39 57.3 56.83 170.58	- - - - - -
3842730-8	HERTZ JENNIE M 2101 S 324TH ST SP 319 FEDERAL WAY WA	1969 BROOK 52/24 1621049037 BELMOR MOB PK SP 319 FEDERAL WAY WA @07854 / 142	23	189.62	94.81
3850600-2	DUNN STEVE 2647 S STAR LAKE RD FEDERAL WAY WA	1968 FRONTR 65/12 7204800040 2647 S STAR LAKE RD FEDERAL WAY WA	24 23 22 21 20 19	51.31 41.31 39.2 40.24 39.74 590.36	- - - - - -
3854320-3	MALO PRISCILLA F 3255 S 181ST ST SEATTLE WA	1961 ROADL 55/10 3423049008 BOW LAKE 3255 S 181ST ST SEA TAC WA \$57943 /S247	22	87.81	-
3873590-8	STRYZHEUS VADIM & VITALIY 11333 SE 289TH ST AUBURN WA	1976 CANDL 52/24 0521059082 11333 SE 289TH ST AUBURN WA @79935 / 404	22 21	166.02 168.92	- -
3881630-2	CPI BOW LAKE ESTATES OWNER 4616 25TH AVE NE STE 701 SEATTLE WA	1962 ANDER 55/10 3423049008 BOW LAKE 18121 032ND AVE S SEA TAC WA \$14742 / S73	22	82.51	-
3910647-1	BELMOR MOBILE HOME PARK LP 2101 S 324TH ST SP 118 FEDERAL WAY WA	1983 LIBER 60/24 1621049037 BELMOR MOB PK SP 118 FEDERAL WAY WA %53445 / 09L	24	204.88	-
3914850-7	RANGEL CANDICE 4105 S 242ND ST KENT WA	1970 ARTCR 64/12 5436200023 CIRCLE K MOB PK SP 072 KENT 8541849	23 22 21	85.38 79.96 80.61	- - 40.31

3951040-9	BRINDLE SHIRLEE	1967 NEWMO 43/20 2323059020	24	133.81	-
	15259 OAK DR	MH WONDERLAND 15247 PINE DR	23	104.97	-
	RENTON WA	RENTON WA &72124 / 513	22	100.61	-
			21	100.69	-
3952200-8	NETHERTON SCOTT J	1962 ANGEL 55/10 3423049008	24	185.63	-
	3244 S 180TH PL	BOW LAKE 3244 S 180TH PL	23	158.12	-
	SEATTLE WA	SEA TAC WA #91868 / 987			
3991965-9	BROWN VICKI	1979 BROOK 64/28 1322059025	23	268.86	-
	16602 SE 240TH ST	16602 SE 240 ST	22	257.54	-
	KENT WA	KENT WA 1322059025	21	260.86	130.43
4120927-1	ONSET FINANCIAL INC	ONSET FINANCIAL INC BELLEVUE	22	2.99	-
	10813 S RIVER FRONT PKWY STE 450				
	SOUTH JORDAN UT	BELLEVUE WA			
4182569-6	TALK 4 LESS WIRELESS COMM - HO	TALK 4 LESS WIRELESS AUBURN	21	207.63	-
	11675 MONTWOOD DR STE A4	4017 A ST SE			
	EL PASO TX	AUBURN WA			
4245144-3	PURE HEALTH SOLUTIONS INC	PHSI PURE WATER FINANCE KENT	21	253.1	-
	PO BOX 505				
	NORTHBROOK IL	KENT WA			
4245153-4	PURE HEALTH SOLUTIONS INC	PHSI PURE WATER FINANCE SEATTLE	21	1,094.14	-
	PO BOX 505				
	NORTHBROOK IL	SEATTLE WA			
4246138-4	MOBILE LABS LLC	MOBILE LABS - BOTHELL	24	19.56	-
	3495 BUCKHEAD LOOP #19397	20111 120TH AVE NE	23	17.49	-
	ATLANTA GA	BOTHELL WA	22	17.9	-
			21	21.98	-
4432479-6	TALK 4 LESS WIRELESS COMM - HO	TALK 4 LESS WIRELESS COMM - TUKWI	21	202.28	-
	11675 MONTWOOD DR STE A4	2800 SOUTHCENTER MALL			
	EL PASO TX	TUKWILA WA			
4442401-8	MOBILE LABS LLC	MOBILE LABS - BELLEVUE	24	68.95	-
	3495 BUCKHEAD LOOP #19397		23	62.43	-
	ATLANTA GA	BELLEVUE WA	22	60.35	-
			21	74.05	-
4459930-6	FEATHER HOME INC	FEATHER HOME INC KENT	22	889.3	-
	228 PARK AVE S STE 87567		21	850.44	-
	NEW YORK NY	KENT WA			
4534899-2	MOBILE LABS LLC	MOBILE LABS - REDMOND	24	201.94	-
	3495 BUCKHEAD LOOP #19397	14520 NE 87TH ST	23	179.48	-
	ATLANTA GA	REDMOND WA	22	209.91	-
			21	258.48	-
4851865-8	FEATHER HOME INC	FEATHER HOME INC SEATTLE	23	6.47	-
	228 PARK AVE S STE 87567		22	1,375.98	-
	NEW YORK NY	SEATTLE WA	21	1,325.80	-
4852313-8	TALK 4 LESS WIRELESS COMM - HO	TALK 4 LESS WIRLESS COMM RENTON	21	145.95	-
	11675 MONTWOOD DR STE A4	3901 NE 4TH ST			
	EL PASO TX	RENTON WA			
4960635-3	TALK 4 LESS WIRELESS COMM - HO	TALK 4 LESS WIRELESS FEDERAL WAY	21	180.76	-
	11675 MONTWOOD DR STE A4	1413 S 348TH ST STE L103			
	EL PASO TX	FEDERAL WAY WA			
6819002-1	WONDERLAND ESTATES=HANSON JUDITH	1969 DIPLO 60/12 2323059020	25	26.06	-
	P O BOX 22167	MH WONDERLAND 15266 OAK DR	24	25.96	-

	SEATTLE WA	RENTON WA	23	40.81	-
			22	39.64	-
			21	39.14	-
			20	39.26	-
			19	40.85	-
6910647-1	BELMOR MOBILE HOME PARK LP	1983 LIBER 60/24 1621049037	25	48.13	-
	2101 S 324TH ST SP 118	BELMOR MOB PK SP 118			
	FEDERAL WAY WA	FEDERAL WAY WA %53445 / 09L			
6951040-9	BRINDLE SHIRLEE	1967 NEWMO 43/20 2323059020	25	28.48	-
	15259 OAK DR	MH WONDERLAND 15247 PINE DR	24	28.37	-
	RENTON WA	RENTON WA &72124 / 513	23	44.6	-
			22	43.33	-
6991965-9	BROWN VICKI	1979 BROOK 64/28 1322059025	25	69.57	-
	16602 SE 240TH ST	16602 SE 240 ST			
	KENT WA	KENT WA 1322059025			

**2025 Personal Property Write Off Report
Accounts in Excess of \$5,000
RCW 84.56.240**

ACTIVE BUSINESSES / UNSUPPORTED ESTIMATES:

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
35372184	19-24	ROYAL NAILS 7725 CORP/ RENTON NAIL SPA	\$12,083.60

This is an active business, located at 20 SW 7th St STE D, in Renton, Washington. Assessments were made on unsupported estimates that were inflated by non-filing penalties. The business is under the \$15,000 valuation threshold and should not have taxes assessed. Per Department of Revenue website, the business is active.

INACTIVE / CLOSED BUSINESSES:

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
0116718-8	22-24	DRYBAR HOLDINGS LLC/DRYBAR	\$11,331.34

Research indicates this business, located at 800 Bellevue Way NE STE 150 in Bellevue, Washington, is closed. Department of Assessments application shows this account as being inactive as of 2023 with notes stating the business is closed. The Department of Revenue website shows the business was closed in February of 2023. Secretary of State website did not show history of the business. Assets cannot be located. Google indicates that a Drybar business exists in Bellevue; however, it operates at a different address and affiliated with a separate commercial entity location within a Nordstrom store.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
0166140-4	19-24	PAIN ASSOCIATES OF WASHINGTON PLLC/PAIN AND WELLNESS NW	\$21,875.61

Research indicates this business, located at 4500 NE Sunset Blvd STE D, in Renton, Washington, is closed. Department of Assessments application shows this account as being inactive since 2024, with notes that per the Department of Revenue, the account closed 06/30/2024. Secretary of State website shows the business was administratively dissolved as of 05/03/2021. Google indicates that the business is closed with a new business at the site. Unable to locate assets.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
0283138-6	21-24	AUTO SPRING SERVICE PACIFIC ROD/EMERALD BRAKE & MUFFLER	\$26,665.61

Research indicates this business, located at 26460 Pacific Hwy S. in Kent, Washington, is closed. Department of Assessments application shows this account as being inactive since 2024, with notes stating the business is closed. Secretary of State website did not show history of the business under either business name or taxpayer information. Department of Revenue website shows the business account does not exist, or the account has been closed for more than 5 years. Google search indicates that the business is closed and there is a new business at the site location. Unable to locate assets.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
0469053-3	22-24	QUADIENT DATA USA INC/QUADIENT DATA USA INC	\$14,932.06

Research indicates this business, located at 1301 5th Ave Ste. 1300 in Seattle, Washington, is closed. Department of Assessments application shows this account as being inactive since 2024, with notes that per research the business closed. Secretary of State website shows the business was terminated as of 02/09/2023. Department of Revenue website shows the business closed as of 04/30/2020. Google indicates that the business is no longer at the location, and unable to locate any information showing the business is still operational. Unable to locate assets.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
0505539-7	2021	ARCTIC CIRCLE ENTERPRISES LLC/ACE USA SEATTLE	\$15,617.50

Research indicates this business, located at 19801 87th Ave S. Bldg D in Kent, Washington, is closed. Department of Assessments placed this account as inactive on 4/27/2024, after being notified by the taxpayer business permanently closed in 2020 and the assets were auctioned and scrapped. Department of Revenue website shows the business closed on 01/31/2021. Secretary of State website shows the business was voluntarily dissolved as of 06/30/2025. Google indicates that the business location closed in December 2020 as per an online review.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
0508853-9	22-24	WASHINGTON SPORTS MEDICINE ASSOC	\$7,430.93

Research indicates this business, located at 12707 120th Ave NE #203 in Kirkland, Washington, is closed. Department of Assessments application shows this account as being inactive since 2024, with notes that the business closed on 03/31/2022. Department of Revenue website shows the business closed on 11/21/2024. Secretary of State website shows the business was administratively dissolved as of 09/13/2023. Google indicates that the business location is closed and boarded up, as per a Google Maps photo from June 2024.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
0520168-6	19-21	EVAN CONKLIN PLUMBING & HEATING	5,567.50

Research indicates this business, located at 4411 23rd Ave W. in Seattle, Washington, is closed. Department of Assessments application shows this account as being inactive as of 2025, based on advisory from Treasury that the business closed in 2020, but were attempting to locate assets. Department of Revenue website shows the business closed as of 01/31/2021. Secretary of State website shows the business was administratively dissolved as of 06/03/2021. Google indicates that the business is inactive. Assets could not be located.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
0563125-4	22-23	B8TA LLC/B8TA INC	\$15,741.07

Research indicates this business, located at 2616 NE 46th St. in Renton, Washington, is closed. Department of Assessments application shows this account as being inactive since 2023, with notes that the business closed 05/31/2022, but no mention of the assets. Department of Revenue website shows the business closed as of 05/31/2022. Secretary of State website shows the business was terminated as of 04/03/2021. Google indicates that the business is permanently closed. Unable to locate assets.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
0594172-9	2019	FENIX LLC/MARE	\$5,963.04

Research indicates this business, located at 2820 Alki Ave SW in Seattle, Washington, is closed. Department of Assessments application shows this account as being inactive since 2023, with notes that after a field visit it was observed that the business location closed. Secretary of State website shows the business was administratively dissolved as of 05/01/2017. Google indicates that the business is permanently closed. Unable to locate assets.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
0628556-3	22-24	REED HEIN & ASSOCIATES LLC/REED HEIN & ASSOCIATES LLC	\$7,024.23

Research indicates this business, located at 220 120th Ave NE in Bellevue, Washington, is closed. Department of Assessments application shows this account as being inactive since 2024, with the only note stating that per Department of Revenue the account closed 01/31/2022. Department of Revenue website shows the business closed on 01/31/2022. Secretary of State website did not show history of the business under either business name or taxpayer information. Google indicates that the business is permanently closed. Unable to locate assets.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
0636168-7	19-24	SIDESTREET KITCHEN & BAR INC/SIDESTREET KITCHEN & BAR	\$21,701.54

Research indicates this business, located at 717 SW 148th St. in Burien, Washington, is closed. Department of Assessments application shows this account as being inactive since 2024, with notes advising “per DOR closed 03/31/2022.” Department of Revenue website shows the business as closed as of 03/31/2022. Secretary of State website shows the business was administratively dissolved as of 02/09/2023. Google indicates that the business is closed. Unable to locate assets.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
0641550-9	19-24	BISON CREEK LLC/BISON CREEK PIZZA	\$7,742.51

Research indicates this business, located at 630 SW 153rd St STE F in Burien, Washington, is closed. Department of Assessments application shows this account as being inactive since 2024 with notes showing that per the Department of Revenue and Secretary of State the location/business closed in 2023. Department of Revenue website shows the business was closed as of 01/31/2023. Secretary of State website shows the business was administratively dissolved as of 07/03/2023. Google indicates that the business is permanently closed. Unable to locate assets.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
0878163-5	20-22	SARAJEVO LOUNGE LLC/SARAJEVO LOUNGE LLC	\$34,190.36

Research indicates this business, located at 2332 1st Ave in Seattle, Washington, is closed. Department of Assessments application shows this account as being inactive since 2025, with notes that the business closed in 2021. Department of Revenue website shows the business as closed as of 06/30/2021. Secretary of State website shows the business was administratively dissolved as of 07/03/2021. Google indicates that the business is closed as there is a new business at the site location. Unable to locate assets.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
0918188-4	19-20	ALPHA TECHNOLOGIES GROUP LLC/ALPHA TECH	\$18,987.52

Research indicates this business, located at 707 S Grady Way STE 600 in Renton, Washington, is closed. Department of Assessments application shows this account as being inactive since 2023 and has been auto assessed since 2019. The Department of Assessments also advised as per the Department of Revenue the business closed in 2019. Department of Revenue website shows the business “account does not exist, or the account has

been closed for more than 5 years.” Secretary of State website shows the business was administratively dissolved as of 12/03/2021. Google indicates that the business is permanently closed. Unable to locate assets.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
0920640-0	19-23	RAMCO CONSTRUCTION TOOLS INC	\$53,149.58

Research indicates this business, located at 21213 76th Ave S. in Kent, Washington, is closed. Department of Assessments application shows this account as being inactive since 2025, with notes that per online research the business closed on 6/30/22 and a new company acquired the company’s customer list. Department of Revenue website shows the business as closed as of 06/30/2022. Secretary of State website shows the business was administratively dissolved as of 09/13/2023. Google indicates that the business is permanently closed. Unable to locate assets.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
0960184-0	2021	VERSIVE INC/VERSIVE INC	\$6,007.31

Research indicates this business, located at 1301 5th Ave STE 1300 in Seattle, Washington, is closed. Department of Assessments application shows this account as being inactive since 2021, with notes that the Assessor’s Office received an email from the business advising of closure as of 09/30/20 with all assets being disposed. Unable to locate assets.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
1039179-5	21-23	EXAMWORKS INC/EXAMWORKS	\$8,688.84

Research indicates this business, located at 4509 Talbot Rd. S. Ste 104 in Renton, Washington, is closed. Department of Assessments application shows this account as being inactive since 2023, with notes only stating that the business closed at its location. Department of Revenue website shows the business is closed but there was no date specified. Google indicates that the business is permanently closed. Unable to locate assets.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
1184766-2	21-22	NANA FOOD INC/FROM MILK SOUTHCENTER	\$6,982.24

Research indicates this business, located at 504 Southcenter Mall in Tukwila, Washington, is closed. Department of Assessments application shows this account as being inactive since 2021, with notes advising “2022 Field discovery. This business is no longer at this location.” Department of Revenue website shows the business is closed as of 06/30/2023. Secretary of State website shows the business was administratively dissolved as of 06/03/2021. Google indicates that the business is permanently closed. Unable to locate assets.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
1762818-1	21-22	ORGANIC NAIL BART AT SOUTHCENTER/ORGANIC NAILS BAR	\$6,982.24

Research indicates this business, located at 426 Southcenter Mall in Tukwila, Washington, is closed. Department of Assessments application shows this account as being inactive since 2021, with notes advising that per the Department of Revenue and Yelp the business closed in 2021. The Department of Assessments also advised that the values have been estimated since discovery. Department of Revenue website shows the business as closed as of 10/31/2021. Secretary of State website shows the business was administratively dissolved as of 10/03/2021. Google indicates that the business is closed and no longer at this location. Unable to locate assets.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
1841199-1	22-23	GRAKON LLC/GRAKON LLC	\$37,672.29

Research indicates this business, located at 1911 S 218th St. in Des Moines, Washington, is closed. Department of Assessments application shows this account as being inactive since 2025, with notes that the business closed in 2022, vacated the location and assets were moved out of state. Secretary of State website shows the business was withdrawn as of 02/22/2022. Unable to locate assets.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
1929504-7	21-24	TRITOLIUM BALANCE LLC/JADE FOREST DAY SPA	\$9,300.38

Research indicates this business, located at 1230 Southcenter Mall in Tukwila, Washington, is closed. Department of Assessments application shows this account as being inactive since 2024, with notes that as per a 2024 field discovery review the business is no longer at the site location. Department of Revenue website shows the business as closed as of 10/31/2021. Unable to locate assets.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
1992538-7	21-24	FORTUNE OVERSEAS RESTAURANT INC/BUERJIA CHINESE SAUERKRAUT FISH	\$7,987.67

Research indicates this business, located at 15163 NE 24th St. in Redmond, Washington, is closed. Department of Assessments application shows this account as being inactive since 2024, with notes that the business closed in 2023 and all assets were scrapped. Department of Revenue website shows the business closed as of 09/30/2023. Google indicates that the business is permanently closed.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
2216192-1	2022	ENERG2 TECHNOLOGIES INC/ENERG2 TECHNOLOGIES INC	\$5,666.63

Research indicates this business, located at 100 NE Northlake Way Ste 300 in Seattle, Washington, is closed. Department of Assessments application shows this account as being inactive since 2022, with notes that the business closed 01/18/2021. As per the 2022 Personal Property Listing the business closed 01/18/2021 and the assets were sold. Department of Revenue website shows the business closed as of 12/31/2021. Secretary of State website shows the business was terminated as of 12/03/2021.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
2267216-6	21-23	POINT INSIDE INC/POINT INSIDE INC	\$5,536.97

Research indicates this business, located at 12400 SE 38th St in Bellevue, Washington, is closed. Department of Assessments application shows this account as being inactive and under the \$15,000 valuation threshold since 2021 and therefore should not be taxed. Notes also show that the business moved to a different location and in the process sold and scrapped their assets. Unable to locate any asset.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
2497187-1	19-24	TILE LINES LLC/TILE LINES LLC	\$12,617.57

Research indicates this business, located at 1531 Central Ave S. in Kent, Washington, is closed. Department of Assessments application shows this account as being inactive since 2024, with notes that per the Department of Revenue the business closed on 08/31/2024. Department of Revenue website shows the business closed as of 08/31/2024. Secretary of State website shows the business was administratively dissolved as of 06/03/2025.

Google indicates that the business is permanently closed and 2025 Google photo shows building demolished. Unable to locate assets.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
2529218-6	2021	DB3 INCORPORATED/DB3 INCORPORATED	\$6,844.23

Research indicates this business, located at 2415 Airport Way S. in Seattle, Washington, is closed. Department of Assessments application shows this account as being inactive since 2020, with notes that the business is out of business. Department of Revenue website shows the business closed as of 12/31/2021. Secretary of State website shows the business was administratively dissolved as of 03/03/2022. Unable to locate assets.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
2541176-0	21-22	TAPHOUSE GRILL SEATTLE LLC/TAPHOUSE GRILL	\$8,056.05

Research indicates this business, located at 1506 6th Ave in Seattle, Washington, is closed. Department of Assessments application shows this account as being inactive since 2021, with notes that per a 2021 QC the business closed on 03/15/2021. Department of Revenue website shows the business closed as of 12/31/2020. Secretary of State website shows the business was administratively dissolved as of 11/03/2020. Unable to locate assets.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
2825181-7	22-23	RHAPSODY INTERNATIONAL INC/RHAPSODY INTERNATIONAL INC	\$7,236.79

Research indicates that this business, located at 1411 4th Ave STE 1200 in Seattle, Washington, is closed. The Department of Assessments application shows this account as being inactive since 2024, with notes that the business closed 09/30/2022. Although the Department of Revenue website shows the business is active, the Secretary of State website shows the business was terminated as of 09/03/2023. Google indicates advertisement for lease space. Unable to locate assets. Clarifying note: Rhapsody International is a different business than the online business Napster and Rhapsody International.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
2840198-2	2021	BIODESIX INC/BIODESIX INC	\$12,395.87

Research indicates this business, located at 219 Terry Ave N. Ste 100 in Seattle, Washington, is closed. Department of Assessments application shows this account as being inactive since 2021, with notes that the business closed 06/30/2020. Department of Revenue website shows the business as active. Secretary of State website shows the business as active, with a principal office located in Boulder, Colorado. Google indicates that the Seattle business is closed. Unable to locate assets.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
2925232-7	21-23	ORLANDO BATHING SUIT LLC/EVERYTHING BUT WATER	\$7,513.89

Research indicates this business, located at 2678 NE University Village Mall in Seattle, Washington, is closed. Department of Assessments application shows this account as being inactive since 2023, with notes that the business closed in February of 2022 and the assets were disposed of. Department of Revenue website shows the business is not active. Google indicates that the business is permanently closed.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
2945101-0	20-24	TRI MARINE FISHING MANAGEMENT COM	\$5,779.85

Research indicates this business, located at 10500 NE 8th St STE 1888, in Bellevue, Washington, is closed. Department of Assessments application shows this account as being inactive since 2024. Department of Assessments conducted research and subsequently found that the business was closed. The business was discovered in 2019 and since then there has been an estimated assessed value placed. Department of Revenue website shows the business account does not exist and closed for more than 5 years. The current business at the location indicates that they are not associated with Tri Marine.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
30463780	20-24	GREAT WINE/ GREAT WINE	\$5,418.63

Research indicates this business, located at 958 111th Ave NE Ste 103 in Bellevue, Washington, is closed. The Department of Assessments application shows this account as inactive since 2024. Secretary of State website shows that the corporation was administratively dissolved in August 2024. Department of Revenue website indicates that the was closed in June 2024. Google search indicates that the location is closed. Unable to locate assets.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
30756795	20-24	RONTRA FREIGHT INC/ RONTRA FREIGHT INC	\$8,778.12

Research indicates this business, located at 18900 8th Ave S Ste 300 in SeaTac, Washington, is closed. The Department of Assessments application shows this account as inactive since 2024. Secretary of State website shows no corporate presence in their website. Department of Revenue website indicates that the account does not exist, or it has been closed for more than 5 years. Google search has yielded no results. Unable to locate assets.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
31162035	19-24	SEATOWN ATHLETICS LLC/ SEATOWN CROSSFIT	\$13,323.19

Research indicates this business, located at 8316 Aurora Ave. N in Seattle, Washington, is closed. The Department of Assessments application shows this account as inactive since 2024. Secretary of State website shows that the corporation was administratively dissolved in October 2017. Department of Revenue website shows that the account was closed in October 2020. Google shows the location permanently closed. Unable to locate assets.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
31190796	22	RAMTREAT CONSTRUCTION TOOL INC/ CASCADE	\$27,117.03

Research indicates this business, located at 21213 76th Ave S in Kent, Washington, is closed. The Department of Assessments application shows this account as inactive since 2021. Secretary of State website shows that the corporation was administratively dissolved in September 2023. Department of Revenue website shows that the account was closed in December 2021. Records indicate that their assets were auctioned out, we only received payment for the current year but not the advance collection for 2022.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
31461197	20-24	MPIRICA HEALTH INC/ MPIRICA HEALTH INC	\$5,551.99

Research indicates this business, located at 800 Bellevue Way NE Ste 500 in Bellevue, Washington, is closed. The Department of Assessments application shows this account as inactive since 2024. Secretary of State website shows that the corporation was voluntarily dissolved in January 2023. Department of Revenue website shows that the account was closed in September 2022. Google has yielded no results. Unable to locate assets.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
31908221	20-21	DAHAN GROUP LLC/ BERLINER DONER KEBAB	\$7,606.10

Research indicates this business, located at 221 1st Ave S in Seattle, Washington, is closed. Secretary of State website shows that the corporation was administratively dissolved in November 2025. Department of Revenue website shows the account is active at a different location, however that location at 1st Ave is closed permanently. Unable to locate assets.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
32720385	20-24	CARE ADDICTION RECOVERY SERVICES/ CARE	\$8,009.05

Research indicates this business, located at 815 1st Ave Ste 189 in Seattle, Washington, is closed. Secretary of State website shows that the business has no corporate presence. Department of Revenue website shows that the account does not exist or has been closed for more than 5 years. Google search yielded no results. Unable to locate assets.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
34051896	18-24	LITTLE FURY LLC/ CITIZEN COFFEE	\$8,946.72

Research indicates this business, located at 706 Taylor Ave. N in Seattle, Washington, is closed. Department of Assessments application shows this account is inactive, business closed. Taxpayers never provided a listing of assets; the assessments were made on unsupported estimates that were inflated by non-filing penalties. Per Department of Revenue website, the business closed in October 2023. Secretary of State website shows the business was administratively dissolved as of 8/3/2024. Unable to locate assets.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
34341891	19-21	BURGUNDY STREET LLC/ BLUEACRE SEAFOOD	\$9,693.64

Research indicates this business, located at 1700 7th Ave in Seattle, Washington, is closed. Secretary of State website shows the business was administratively dissolved as of 12/03/2024. Department of Revenue website shows that the account closed in January 2025. Google search indicates that the business is permanently closed. Unable to locate assets.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
34942227	19-23	NEXT GENERATION LLC/ GYROS & KEBABS	\$10,482.91

Research indicates this business, located at 2800 Southcenter Mall Unit FC11 in Tukwila, Washington, is closed. Secretary of State website shows the business was administratively dissolved as of 10/3/2018. Department of Revenue website shows that the account doesn't exist for business or has been closed for more than 5 years.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
36602217	22	MERCURY PARTNERS INC/ SPARTA EVOLUTION	\$16,371.72

Research indicates this business, located at 6840 S 196th St. Ste 100 in Kent, Washington, has been closed since 2021. Department of Assessments application shows this account as inactive, out of business since September 2021. Secretary of State website shows that the corporation was administrative dissolved in February 2023. Department of Revenue website shows this business as closed as of December 2024. Unable to locate assets.

BANKRUPTCIES / FULLY LIQUIDATED:

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
0652561-2	2024	SILICON VALLEY BANK C/O FDIC AS R/SILICON VALLEY	\$26,562.03

On March 10, 2023, Silicon Valley Bank, located at 920 5th Ave in Seattle, Washington, was closed by the California Department of Financial Protection and Innovation, and the FDIC was appointed as receiver. SVB also filed for Bankruptcy Chapter 11 on March 17, 2023, in the US Bankruptcy court, Southern District of New York. Case #23-10367. Treasury was not notified, and the deadline passed to file a claim. We have been advised by the FDIC that the branch is closed, and we will not get paid. Unable to locate assets.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
0859311-3	21-22	FISHING VESSEL OWNERS MARINE WAY/POSM L1369	\$5,393.15

Research indicates this business, located at 1511 W Thurman St. in Seattle, Washington, is closed. Department of Assessments application shows this account as being inactive since 2022, after being advised by Treasury of the business closure. As per notes on the account, Treasury has a claim for outstanding taxes, as part of Bankruptcy/Receivership filing. Department of Revenue website shows the business as closed as of 03/31/2022. Secretary of State website shows the business was administratively dissolved as of 02/2023. Google indicates that the business is closed. Assets cannot be located.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
1551184-3	2024	ZULILY LLC/ZULILY LLC	\$39,100.91

Zulily closed and went into liquidation in 2023. Because Treasury was not notified, a claim for unpaid taxes was not filed. Treasury's legal counsel reached out to the attorney for the debtor and a claim was allowed to be filed. More than 8,500 parties filed a claim totaling over \$100,000,000.00. On November 6, 2025, Treasury received notice that the claim was rejected. Assets were reported to be scrapped or sold.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
1862217-5	2021	RESTAURANTS UNLIMITED INC/HENRYS TAVERN	\$54,710.03

Research indicates this business, Henry's Tavern Bellevue, located at 500 Bellevue Way NE STE 310 in Bellevue, Washington, is closed. The Department of Assessments application shows this account as being inactive since 2023, with notes that the taxpayer filed for Chapter 11 bankruptcy (Case# 19-11509). Treasury was not notified of the bankruptcy and the deadline passed to file a claim for unpaid taxes. Department of Revenue website shows the business is closed as of 09/30/2019. Secretary of State website shows the business was terminated as of 07/03/2020. Google search indicates that the business is permanently closed. Unable to locate assets.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
2555498-1	24-25	NORTHWEST BREWERY WORKS/BOSK BREW WORKS INC	\$25,254.00

Research indicates this business, located at 14350 NE 193rd Pl, Woodinville, WA, is closed. Owner liquidated assets through auction to cover debts, and Treasury was provided proceeds. Funds were posted against taxes due. Enough funds were received to pay 2020-2023 and some interest and penalties but left the last two years unpaid.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
3434189-1	19-21	BURGUNDY STREET LLC/BLUEACRE SEAFOOD	\$9,693.64

Research indicates this business, located at 1700 7th Ave. in Seattle, Washington, closed in 2020. The Department of Assessments application shows this account as being inactive with notes that the taxpayer filed for Chapter 7 bankruptcy (Case# 20-12862). Secretary of State website shows the corporation has been administratively dissolved since December 2024. Department of Revenue website shows the business is closed as of July 2025. Due to lack of notice, the deadline passed to file a claim for unpaid taxes.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
3436503-1	23-25	MORPHE LLC/MORPHE	\$14,089.12

Research indicates this business, located at 2800 Southcenter Mall in Tukwila, Washington, closed in 2023. The Department of Assessments application shows this account as being inactive with notes that the taxpayer filed for Bankruptcy. Secretary of State website shows the corporation has been terminated since March 2023. Department of Revenue website shows the business is closed in April 2023. Google search indicates that the business is permanently closed. Treasury received no notice of bankruptcy, therefore the deadline passed to file a claim for unpaid taxes. Bankruptcy has been closed.

Account	Tax Years	Business Name/Taxpayer	Principal Amt due
35871573	21	HOT POT WORLD ROTARY LLC/ HOT POT WORLD	\$6,182.88

Research indicates this business, located at 17005 Southcenter Pkwy in Tukwila, Washington, is closed. Department of Assessments application shows this account as inactive as of 2024 after they were notified of a bankruptcy filed in 2020. Business closed after filing for bankruptcy Chapter 7. The assessments were made on unsupported estimates that were inflated by non-filing penalties. The Department of Assessments agreed on removing the assessment for taxes due for the tax years 2022-2024 but not 2021. King County Treasury was not notified of the bankruptcy and the deadline passed to file a claim for unpaid taxes. Unable to locate assets.

1

AFFIDAVIT

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STATE OF WASHINGTON)

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) ss

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COUNTY OF KING)

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Nora Bennett, being first duly sworn, on oath deposes and says: I am the Chief Treasury Officer of Treasury Operations of King County, Washington. I make this affidavit pursuant to the terms of RCW 84.56.240 and RCW 84.56.260.

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I or my staff have made diligent search and inquiry for goods and chattels of the persons appearing on the list of delinquent taxpayers and are unable to find any such property from which said taxes can be collected.

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I request authority from King County Council to cancel said taxes.

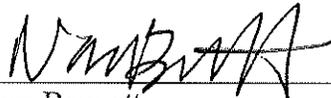
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Nora Bennett
Chief Treasury Officer
Treasury Operations

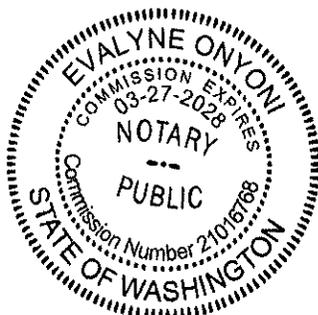
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SUBSCRIBED AND SWORN to before me this 11 day of December, 2025.

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20

21



NOTARY PUBLIC in and for the State of Washington residing at Mukilteo



King County

Girmay Zahilay

King County Executive

401 Fifth Avenue, Suite 800

Seattle, WA 98104

206-296-9600 Fax 206-296-0194

TTY Relay: 711

www.kingcounty.gov

February 2, 2026

The Honorable Sarah Perry
 Chair, King County Council
 Room 1200
 C O U R T H O U S E

Dear Councilmember Perry:

This letter transmits the proposed Ordinance that, if enacted, would authorize the Manager of Treasury Operations of King County to cancel the attached list of uncollectible personal property taxes in the amount of \$1,218,769 for the years 2018 through 2025, as summarized in Attachment A to the proposed Ordinance.

Pursuant to the Revised Code of Washington (RCW) 84.56.240, King County Treasury Operations is required to submit an annual report to the King County Council listing personal property tax accounts found to be uncollectible after diligent collection efforts have been made. The RCW further states that “The county’s legislative body shall cancel such taxes as they are satisfied cannot be collected.” Such cancellation, however, does not constitute forgiveness of the debt to King County, which may be collected at a later date if Treasury Operations is able to locate real or personal property from which the debt can be collected. For example, debt can be collected by the County in bankruptcy proceedings.

Personal property taxes are paid by businesses. Cancellation of unpaid personal property taxes are called “write-offs.” These taxes, penalties, and interest are deemed uncollectible following the Treasury’s escalated collection efforts. As part of the determination process, Treasury may discover any of the following situations that lead to a write-off of the tax debt, including but not limited to instances when:

- An owner has dissolved the business and disposed of the taxable assets, and they cannot be located (in this case, the tax debt follows the assets).
- The Department of Assessments was assigning higher taxable values, and an updated assessment value revealed that the property was below the \$15,000 taxable threshold.

The Honorable Sarah Perry

February 2, 2026

Page 2

- A business fails to report closure or liquidation to the Department of Assessments, resulting in ongoing automated annual revaluation and billing. Thus, delinquent amounts accrue with no basis in fact, are ultimately uncollectible, and need to be written off.
- A business closure may be discovered by Treasury staff based upon a review of Department of Revenue and Secretary of State databases or through media reports and internet searches.
- As part of a bankruptcy claim, assets may be sold with little or no recoverable tax debt.
- All available funds may have already been collected by Treasury prior to a business closure, or assets are repossessed by a creditor, thus leaving the remaining tax debt uncollectable.
- Personal property is collected on mobile homes. If a mobile home is uninhabitable and is destroyed, it is identified as a write-off account.

Because the County collects taxes on behalf of the state and all local districts in King County, the canceled accounts will proportionally reduce accounts receivable for the various taxing districts. The one-time revenue loss to King County is an estimated loss of \$244,973, of which \$122,486 is attributed to the County's General Fund.

As required by state law, an affidavit from the Chief Treasury Officer stating diligent efforts have been made to collect the outstanding taxes, and requesting the authority of the Council to cancel the uncollectible accounts is enclosed.

If your staff have questions, please contact Nora Bennett, Chief Treasury Officer, at 206-477-0081

Sincerely,



for

Girmay Zahilay
King County Executive

The Honorable Sarah Perry

February 2, 2026

Page 3

Enclosures

cc: King County Councilmembers

ATTN: Stephanie Cirkovich, Chief of Staff, King County Council

Melani Hay, Clerk of the Council

Karan Gill, Deputy Executive, Office of the Executive

Jasmin Weaver, Chief of Staff, Office of the Executive

Aaron Rubardt, Chief Budget Officer, Office of the Executive

Garret Holbrook, Council Relations Manager, Office of the Executive

Lorraine Patterson-Harris, Chief Administrative Officer, Department of Executive Services (DES)

Ken Guy, Director, Finance and Business Operations Division (FBOD), DES

Danielle Hinz, Deputy Director, FBOD, DES

Nora Bennett, Chief Treasury Officer, FBOD, DES



King County

**Metropolitan King County Council
Budget and Fiscal Management Committee**

STAFF REPORT

Agenda Item:	6	Name:	Olivia Brey
Proposed No.:	2025-0361	Date:	February 25, 2026

SUBJECT

An ordinance to authorize the execution of an amended and restated lease for the continued use of a King County Housing Authority facility by Public Health – Seattle & King County.

SUMMARY

Proposed Ordinance 2025-0361 would authorize an amended and restated lease with King County Housing Authority (KCHA) to continue operating a clinic providing parent and child health services. The previous lease agreement, commenced in 2004, was for a one-year period and allowed for annual renewal. The annual lease payment under the 2004 lease agreement was \$45,270 for 2025.

If adopted, the proposed lease agreement would be effective beginning the first day of the month after lease execution by both parties for a two-year term and could be renewed annually with a total term not exceeding 19 years. The annual lease payment for 2026 would be \$49,386 and it is expected that annual operating expenses would be \$21,080. The amended and restated lease calls for rent to increase by two percent per year.

BACKGROUND

Public Health services are provided at public health centers located throughout King County. PHSKC provides parent and child health services including Women Infants and Children (WIC)¹ program, Maternity Support Services, and Infant Case Management. PHSKC has operated at the Kent Family Center since 2004, when the property opened. The Kent Family Center is a health and family services center within a KCHA affordable housing development called Birch Creek Apartments.

2004 Lease Agreement. Public Health – Seattle & King County (PHSKC) has been operating under a lease agreement with KCHA that commenced on May 1, 2004, and automatically renewed on an annual basis. The base rent was \$28,872 per year and the

¹ WIC is a supplemental food program for women who are pregnant or breast feeding, infants and children.

lease allowed for an annual adjustment not to exceed five percent per year to account for common space expenses. The annual increases were not invoked consistently and the annual lease payment that was charged in 2025 was \$45,270.

ANALYSIS

Proposed Ordinance 2025-0361 would authorize an amended and restated lease for a property owned by KCHA for PHSKC to continue operating a clinic providing parent and child health services. According to the property summary, the amended and restated lease was prompted by the landlord revising all commercial leases at the Kent Family Center.

The amended and restated lease includes the second floor of the Kent Family Center which includes a waiting area, consultation rooms, a break room, and office space, as well as common areas including a kitchen, conference rooms, bathrooms, and parking. The amended and restated lease also allows for one exclusive parking space for a fleet vehicle. Table 1 summarizes the terms of the proposed amended and restated lease.

Table 1. Summary of the Terms of Proposed Ordinance 2025-0361

Category	Terms
Lease Area	1,760 square feet
Cost per Square Foot (Base Rent)	\$27.51 for 2025; \$28.06 for 2026 ²
Operating Costs	\$20,076 for 2025; \$21,080 for 2026 ³
Term	Two years with option for annual renewal not to exceed a total term of 19 years
Lease Effective Date	The first day of the month following execution of the amended and restated lease by both parties

Table 2 estimates the financial impacts of the proposed lease for the current and future biennia. Executive staff have noted that lease costs associated with this property have been included in the 2026-2027 Adopted Budget, so no corresponding appropriation request was transmitted with this ordinance.

Table 2. Estimated Fiscal Impacts of Proposed Ordinance 2025-0361

	2026-2027	2028-2029
Lease payments ⁴	\$99,760	\$103,790

² Lease was drafted assuming an effective date in 2025; the base rent increase begins January 1, 2026

³ Lease was drafted assuming an effective date in 2025; the tenant's share of operating expenses is expected to increase in 2026. Executive staff expect operating expenses to increase by five percent per year.

⁴ Lease payment calculation assumes a two percent annual increase, based on the amended and restated lease agreement

Operations costs ⁵	\$43,214	\$47,643
Total fiscal impact	\$142,973	\$151,433

According to Executive staff, this property is a satellite of the Auburn Public Health Center. There are several revenue sources for the Auburn Public Health Center, as shown in Table 3. Executive staff aren't able separate the revenue breakdown for the expenses at the Kent Family Center specifically but anticipate that the ratios for the revenue sources shown in Table 3 are applicable.

Table 3. Forecasted Revenue Sources for the 2026-2027 Biennium for Auburn Public Health Center

Revenue Source	Dollars (millions)	Percentage
Best Starts for Kids	\$2.3	36%
Medicaid Administrative Claiming	\$0.1	2%
Harborview Mission Support	\$1.9	30%
Patient Generated Revenue	\$1.3	20%
WIC	\$0.5	8%
Sexual and Reproductive Health (Family Planning) State and Federal Funds ⁶	\$0.3	4%
Total	\$6.4	100%

According to the property summary, this location allows PHSKC to continue its longstanding presence at the Kent Family Center and there are no alternative locations at or within walking distance of this site. Executive staff stated that a market rate study was completed to verify the monthly rent is appropriate.

The proposed amended and restated lease has been reviewed by Council's legal counsel.

ATTACHMENTS

1. Proposed Ordinance 2025-0361 (and its attachments)
2. Transmittal Letter
3. Fiscal Note
4. Property Summary

⁵ Operations cost calculation assumes a five percent annual increase, based on Executive staff estimates

⁶ Sexual and Reproductive Health services are not provided at the Kent Family Center so this revenue source would not apply



KING COUNTY
Signature Report

ATTACHMENT 1
1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Ordinance

Proposed No. 2025-0361.1

Sponsors Dembowski

1 AN ORDINANCE authorizing the execution of an
2 amended and restated lease to support the operation of
3 public health - Seattle & King County.

4 STATEMENT OF FACTS:

5 For the lease from King County Housing Authority, located at 13111 SE
6 274th Street, Kent, within council district five, the facilities management
7 division determined that there was not an appropriate county-owned
8 option and successfully negotiated to amend and restate an existing lease.

9 BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

10 SECTION 1. The executive is authorized to execute an amended and restated
11 lease for the property located at 13111 SE 274th Street, Kent, with King County Housing
12 Authority, substantially in the form of Attachment A to this ordinance, and to take all

- 13 actions necessary to implement the terms of the lease in support of the operation of public
- 14 health - Seattle & King County.

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

Sarah Perry, Chair

ATTEST:

Melani Pedroza, Clerk of the Council

APPROVED this ____ day of _____, _____.

Girmay Zahilay, County Executive

Attachments: A. Amended and Restated Lease Agreement

ATTACHMENT A:

AMENDED AND RESTATED LEASE

**AMENDED AND RESTATED
LEASE
(Kent Family Center – Public Health)**

THIS AMENDED AND RESTATED LEASE AGREEMENT (“Lease”) made and entered into effective as of _____, 2025 (the “Effective Date”), by and between KING COUNTY HOUSING AUTHORITY, a public body corporate and politic under Washington law (hereinafter called “Landlord” or “KCHA”), and KING COUNTY, a home rule charter county and political subdivision of the State of Washington (“King County” or the “County”), by and through its Department of Public Health (“Public Health”) (collectively “Tenant”). Landlord and Tenant are each sometimes referred to in this Lease individually as “Party,” and collectively as the “Parties.”

WHEREAS, KCHA and Puget Sound Educational Service District (“PSESD”) entered into a Joint Development Agreement dated as of January 6, 2004 to develop and operate a family service center with a Head Start program on a parcel of land legally described on Exhibit A hereto (“Land”), located at the Birch Creek Apartments (formerly known as Springwood Apartments) in Kent, Washington; and

WHEREAS, construction of a building at 13111 SE 274th Street, Kent, WA, commonly known as the Kent Family Center or the Family Center (the “Building”) was completed in 2004; and

WHEREAS, Landlord and Tenant entered into a prior lease, dated for reference purposes December 8, 2003, (“Operating Lease”) for approximately 1,760 square feet at the Building, which lease commenced on May 1, 2004 and has automatically renewed on each anniversary thereafter pursuant to its terms; and

WHEREAS, Landlord and Tenant have agreed, for good and valuable consideration mutually acknowledged, to amend and restate the terms of the Operating Lease, as set forth herein.

WITNESSETH:

1. **PREMISES/USE:** Landlord hereby leases to Tenant, and Tenant hereby leases from Landlord, Suites 205 through 210 and Suites 231 and 232 on the Building’s second floor consisting of approximately 1,760 square feet, more or less, all as shown on Exhibit B attached hereto (collectively, “Premises”). Landlord grants Tenant the non-exclusive right to use the common areas on the Land, subject to compliance with this Lease and any and all rules and restrictions applicable thereto. The "common areas" are all areas and facilities outside the Premises and either within the Building or outside the Building but inside the exterior boundary line of the Land that are provided and designated by Landlord from time to time for the general nonexclusive use of Landlord, Lessee, and other lessees of the Building and their respective employees, customers, and invitees, including but not limited to common entrances, corridors, stairways, kitchen, meeting areas, parking areas to the extent not otherwise prohibited by this Lease, loading and unloading areas, trash areas, roadways, sidewalks, walkways, parkways, driveways and landscaped areas. Tenant has inspected and is familiar with the Premises, Building and Land, and accepts the same “AS IS”, with any and all faults and defects, subject to all applicable laws, regulations, and recorded restrictions of record, and without representation or warranty of any sort by Landlord. Landlord reserves the right (i) to add land, buildings, easements and other interests to, or sell or eliminate the same from, the Land and to grant interests in the Land to other parties, (ii) to install new or additional utility or similar facilities throughout the Building for the benefit of Landlord or Tenant or any other lessee of the Building, including but not limited to plumbing, electrical systems, communication systems, and fire protection, detection and/or security systems, and (iii) to temporarily close portions of the Premises and any common areas in order to maintain, repair or alter such areas, provided

that, in all cases, Landlord will use best efforts to give reasonable advance notice to Tenant of such actions if they will affect use of the Premises and provided that such installations or closures do not materially and permanently interfere with Tenant 's use of the Premises as contemplated herein.

The Premises shall be used to operate a Public Health clinic providing Women, Infants and Children, First Steps, Maternity Support Services, and healthcare enrollment services, for low-income families who are residents of the Birch Creek development and neighboring communities, and for no other purpose without the prior written consent of Landlord.

Landlord reserves the right to impose and reasonably modify rules and regulations. The Tenant covenants that (a) it will not use, or allow others to use, the Premises or common areas in violation of any such rules and regulations or any laws, ordinances or regulations, recorded covenants or restrictions of record affecting same, (b) it will not permit its staff, program participants, or agents to commit any nuisance or waste at the Premises or common areas, or otherwise allow anything to be done on the Premises or common areas that will interfere in any manner with the quiet enjoyment of other occupants of the Building, and (c) it will comply promptly with all statutes, ordinances, rules, regulations, orders, and other laws, including all requirements of any fire insurance underwriters or rating bureaus, now or hereafter in effect, relating in any manner to the Premises and the operation of Tenant's business at the Premises. A breach of the covenants under this Section 1 shall be a default under this Lease.

All Tenant personnel working with program participants will be properly licensed, certified, and trained for such work. Tenant will complete criminal background checks of its personnel prior to allowing such personnel to work with program participants. Tenant agrees to screen all employees and volunteers who come in contact with vulnerable children and adults as per RCW 43.43.830 – 43.43.842, 74.15.010 – 74.15.030, or any equal or more stringent industry standard.

2. TERM: The term of this Lease shall be one two-year term, to commence on the first day of the month following execution by both Parties ("Commencement Date"), which shall be confirmed in a Confirmation of Lease Commencement Date Letter substantially in the form as that contained in Exhibit E. The term shall automatically renew for one year on the second anniversary date of the Commencement Date and each anniversary thereafter, provided however that Tenant may terminate the automatic renewal due to budgetary constraints or non-appropriation of sufficient funds to pay the obligations of this Lease by providing Landlord written notice of termination at least sixty (60) days prior to the next anniversary date. Upon such notice of termination, this Lease and all Tenant obligations hereunder will terminate at the end of the then current term, other than those that expressly survive termination or expiration of the term. The maximum term of this Lease, including any and all extensions, shall be nineteen (19) years. In no event shall this Lease extend beyond December 31, 2044. Upon the signing of this Lease, the Operating Lease shall be deemed terminated and shall be of no further force or effect, except for provisions therein that are made to survive termination either expressly or by their context.

3. RENT; RENT ADJUSTMENT; LATE FEES: Tenant shall pay to Landlord, as rent, in advance, on or before the first day of each month, without offset or deduction, 1) annual Base Rent of \$48,417.60 per year (\$4,034.80 per month), calculated at \$27.51 per square foot, which Base Rent shall be increased automatically by two percent (2%) on January 1, 2026, and each anniversary thereafter, and 2) its pro rata share ("Tenant's Share") of all costs paid or incurred by Landlord during the calendar year that are directly attributable to the operation, maintenance, or repair of the Premises, Building or Land (collectively, the "Shared Expenses"). Such costs shall include but not be limited to (a) utilities (inclusive of water and sewer), janitorial services, landscaping, irrigation, refuse removal, the lighting, cleaning, repair and snow plowing of the parking area, administrative costs and fees, fire alarm hardware and monitoring, security, repair and replacement of electrical, plumbing and mechanical equipment, the cost of licenses, permits, fees and

inspections (such as fire district inspection and surface water management fees), (b) payments under any easement, restrictive covenant, or other recorded instrument pertaining to cost sharing by the Land, (c) taxes as described in Section 5 below, (d) premiums and other charges for Landlord's insurance policies covering the Building and Land, and (e) replacement reserve amounts, if any, charged by Landlord pursuant to Section 7(e) below. Tenant's Share of all Shared Expenses is calculated as the amount of rentable space at the Premises divided by the total rentable space at the Building occupied by tenants from time to time with an allocated share of the common areas within the Building. As of the date of this Lease, Tenant's Share is agreed to be **12%**. Landlord may notify Tenant of a change in Tenant's Share as a part of the annual reconciliation process described below. In addition and separate from Tenant's Share, Tenant shall pay, as rent, (x) any pass-through costs for services and maintenance (including HVAC and other service contracts) requested by Tenant that solely benefit the Premises; (y) any equipment inspection, repair or replacement if that equipment (wherever located on the Land) serves only Tenant shall be a direct charge to Tenant and not a Shared Expense, and (z) the cost of repairing any damage caused by Tenant, its program participants or third parties at the Premises pursuant to Section 7(c) below.

During the calendar year of the Lease term, Landlord and Tenant agree that Tenant's Share is \$1,673 per month. For the second calendar year of the term and each year thereafter, Landlord will provide to Tenant, no later than May 1st, an annual statement in the format attached hereto as Exhibit C ("Estimate") setting forth Landlord's good faith estimate of the amount Tenant will owe for its Shared Expenses for the then-current year, and Tenant will pay 1/12 of such Estimate on a monthly basis throughout the year. A failure by Landlord to furnish an Estimate will not preclude Landlord from enforcing its rights to collect Tenant's Share hereunder. Until a new Estimate is furnished, Tenant shall pay Landlord monthly 1/12 of the amount of Shared Expense set forth in the previous Estimate delivered by Landlord to Tenant.

Following the end of calendar year 2025 and each full or partial calendar year thereafter during the term, Landlord will provide Tenant with a statement of the actual Shared Expenses for the preceding calendar year ("Reconciliation Statement") by April 30 each year. Unless Tenant disputes an item on the Reconciliation Statement within one hundred twenty (120) days after Landlord provides same, such statement shall be considered final. If the actual Shared Expenses shown on the Reconciliation Statement for any year is less than the Shared Expenses paid by Tenant pursuant to the Estimate, then Landlord shall credit the excess against amounts next payable by Tenant under this Lease. If the actual Shared Expenses on the Reconciliation Statement is more than the Shared Expenses paid by Tenant pursuant to the Estimate, then Tenant shall make reasonable arrangements (including installment payments) with Landlord to pay the excess amounts prior to the end of the then-current calendar year. The provisions of this Section shall survive the expiration or termination of the Lease.

All amounts owing by Tenant under this Lease shall be paid to Landlord at Landlord's address set forth herein or such other address as Landlord may from time to time provide. Rent during any partial month during the Lease term shall be prorated.

If any rent amount due from Tenant is not received by Landlord within ten (10) days after the due date, Landlord may collect a late charge equal to five percent (5%) of the overdue amount from Tenant. Landlord waives the collection of a security deposit from Tenant in connection with this Lease.

4. UTILITIES AND SECURITY: Tenant shall pay for all separately metered water, gas, heat, light, power, and other utilities and services supplied to the Premises, together with any taxes thereon. If any such services are not separately metered to the Premises, Landlord shall pay the cost thereof including, without limitation, for the fire alarm and monitoring system at the Building and Premises, and Tenant shall reimburse Landlord therefore, at Landlord's option, either as a Shared Expense or a reasonable proportion to be determined by Landlord of all charges jointly metered with other premises in the Building. Telephone,

internet, and cable service at the Premises, if desired, shall be provided at the sole cost and expense of the Tenant.

Tenant shall be responsible for using all utilities in an energy conservative manner, including ensuring that the heat, lights, equipment, and appliances are turned down/off when the space is not being utilized. Tenant shall not make connection to the utilities except by or through existing outlets and shall not install or use machinery or equipment in or about the Premise that uses excess water, lighting, or power, or suffer or permit any act that causes extra burden upon the utilities or services, including but not limited to security services, over standard office usage for the Building. Landlord shall require Tenant to reimburse Landlord for any excess expense or costs that may arise out of a breach of this subsection by Tenant. Landlord may, in its sole discretion, install at Tenant's expense supplemental equipment and/or separate metering applicable to Tenant's excess usage or loading. Tenant will support and comply with the Landlord's reasonable energy conservation standards, including recycling and composting if applicable.

Tenant acknowledges that Landlord shall have no obligation to provide guard service or other security measures within or for the benefit of the Premises or the Building, but that Landlord has nevertheless installed security cameras at the front entrance and in the common first floor lobby area, and at its option may add additional cameras as a Building amenity, and that the cost of obtaining, installing, and maintaining such equipment will be a Shared Expense. Tenant assumes all responsibility in and around the Building for the protection of Tenant and its agents and invitees and the property of Tenant and of Tenant's agents and invitees from acts of third parties. Upon notice and prior reasonable consent of Landlord, Tenant may contract with additional security personnel within the Premises at Tenant's discretion and sole cost.

Landlord shall not be liable in damages or otherwise for any interruption or reduction in utility, security, or other services for any reason whatsoever, including any temporary interruption in such service that may be reasonably necessary in connection with Landlord's maintenance and repair obligations hereunder.

5. TAXES: Tenant shall timely pay all taxes assessed against and levied upon its leasehold improvements, trade fixtures, furnishings, equipment and all other personal property of Tenant on or about the Premises. In addition, Tenant shall pay (i) any other taxes, including leasehold excise tax, that may be applicable to Tenant's use of the Premises, and (ii) Tenant's Share of any supplemental real property taxes or assessments (special or otherwise) or other governmental levies or impositions imposed against the Land during the Lease term, and any expenses of Landlord in contesting or attempting to reduce any of the foregoing or the assessed valuation of the Land.

6. QUIET ENJOYMENT: Upon Tenant's observing and performing all of the covenants, conditions, and provisions on Tenant's part to be observed and performed hereunder, Tenant shall lawfully and quietly hold, occupy, and enjoy the Premises during the term of this Lease without disturbance by Landlord or by any person having title paramount to the Landlord's title, subject to the other terms and provision of this Lease and subject to all mortgages, underlying leases, and other underlying matters of record to which this Lease is or may become subject and subordinate.

7. MAINTENANCE/DAMAGES: The following apply to maintenance and damages of the Premises, Building or Land.

a) Health and Safety. Tenant agrees to use and maintain the Premises in as good order and repair as when possession was delivered to Tenant and in a manner that does not create any health and/or safety violation or hazard for residents or the surrounding community. Tenant intends to prepare food in the Premises for on-site consumption in connection with its programs and agrees to keep related facilities and fixtures in good working order, free of odors and pests, and in a safe and clean condition (including

washing and putting away dishes and utensils, cleaning spills, wiping countertops, proper ventilation of odors, and regular disposal of all garbage). Tenant shall provide access to all areas of the Premises for periodic insurance inspection upon request and shall promptly comply with all related inspector recommendations.

- b) Routine Maintenance and Janitorial Services. Tenant shall provide routine cleaning in order to maintain the Premises in a reasonable state of cleanliness and repair at its cost and as more fully set forth in Exhibit D hereto (the “Basic Conditions and Standards”) and in compliance with all public health guidelines as updated from time to time. A copy of the Basic Conditions and Standards shall be posted inside the Premises in a prominent location at all times. Tenant shall perform all routine maintenance of the Premises, subject to those cleaning tasks included under Landlord’s janitorial contract. Landlord shall have the right, but not the obligation, to periodically inspect and maintain the major systems (e.g. smoke alarms, life safety, and heating and ventilating equipment) at the Premises. If inspections conducted by representatives of Landlord find Tenant to be in breach of this Section 7(a) or (b), Landlord may require Tenant to hire or pay for additional janitorial services or maintenance to correct such issues. Landlord shall provide routine daily janitorial services to the Building, shall refinish hardwood floors periodically, and maintain the surrounding grounds, parking lot, and common areas.
- c) Tenant Damage. Tenant shall be responsible for any and all damage to the Premises, Building, or common areas resulting from its activities beyond ordinary and reasonable wear and tear that are caused by acts of the Tenant, its agents, subcontractors, or invitees, including replacement of glass that is or becomes cracked or broken. Landlord shall repair such damage as may occur or make such repairs as are requested by the Tenant, provided that Landlord shall present Tenant with an itemized bill for such repairs for which the Landlord believes Tenant to be responsible. Such bills shall reflect the costs actually incurred by the Landlord including overhead expenses. The Tenant agrees to pay (or secure a mutually agreeable payment schedule) within 30 days of the written receipt of the amount owing. Landlord’s obligation for repair and replacement shall not include Tenant’s personal property, including, but not limited to computers and refrigerators. Landlord may charge Tenant a fee for any additional, replacement or lost keys to the Premises, which fee shall not exceed \$100 per key.
- d) Structural Elements. Upon notice from Tenant, Landlord shall cause to be performed routine maintenance of the Building common areas, and repair and replacements to structural portions of the Building, including the exterior walls, roof and building-wide systems of the Building, provided that any damage to such components caused by acts of the Tenant, its agents, subcontractors, or invitees shall be repaired by the Landlord at Tenant’s cost. Tenant shall notify Landlord of any maintenance issues or needed repairs or replacements to the common areas, Building structure or systems, or Land promptly following Tenant’s discovery of the same.
- e) Reserved
- f) Pest Control. Landlord shall be responsible for pest (e.g., rodents or insects) control, provided that Tenant shall prepare the Premises for actions required for such control. Pest control costs shall be charged to Tenant if pest control problems are attributable to Tenant’s operations at the Premises. It is the Tenant’s responsibility to notify Landlord immediately if Tenant becomes aware of any pest issues.
- g) Notice of Damage and/or Criminal Activity. Upon the occurrence of any material damage to the Building of which Tenant becomes aware, Tenant shall immediately (i.e., not more than 24 hours) contact Landlord’s Facility Manager at the contact number provided to Tenant for such purpose. Tenant shall also notify Landlord’s Facility Manager as soon as possible following discovery of any maintenance issues, needed repairs or replacements or pest control concerns at the Building or Land so that the Premises and

common areas can be maintained in proper working condition, free of hazards and in compliance with the Exhibit D. Tenant shall notify Landlord of any criminal activity occurring on the Premises of which Tenant becomes aware within 24 hours of such discovery.

8. PROGRAM COMMUNICATIONS: As part of program operations at the Premises, Tenant shall (i) maintain dedicated staff sufficient to support the delivery of Public Health services operating at the Premises, (ii) provide Landlord with current contact information for key staff supporting such program (including 24-hour mobile phone numbers for use in the event of an emergency) and promptly notify Landlord of any changes in Tenant's primary point of contact. Both Parties agree to collaborate to address issues of concern relating to Building operation and maintenance and to meet promptly, upon request, together with any other parties necessary or desirable for resolving such issues.

9. SIGNS: Landlord shall be responsible for the installation and removal of all signs at the Building. Tenant shall not place any sign upon the Premises, Building, or Land without Landlord's prior written consent. Under no circumstances shall Tenant place a sign or any equipment on the roof of the Building. Neither Party shall use the name or logo of the other Party without first receiving the prior consent of the counterparty.

10. IMPROVEMENTS, ALTERATIONS AND FIXTURES: Tenant shall not, without Landlord's prior written consent, make any alterations, improvements, additions, utility installations (collectively, "Alterations") or repairs in, or about the Premises or the Land, including, without limitation, carpeting, window and wall coverings, power panels, electrical distribution systems, lighting fixtures, air condition, plumbing and communication wiring and equipment. Upon expiration or termination of the Lease term, Landlord may require the removal of any or all of such Alterations and the restoration of the Premises or the Land to its prior condition, at Tenant's expense. Landlord's consent shall not be unreasonably withheld, but may include appropriate conditions explicitly stated in Landlord's consent, such as pre-approval of contractors, posting of a standard lien and completion bond, prior review and approval by Landlord of detailed plans for such work, and prompt delivery to Landlord of, and compliance with, all governmental permits for such alterations. All work that may be performed by Tenant under this Section, including any remodeling or installation of fixtures or Tenant equipment, shall be done in a good and workmanlike manner and of good and sufficient quality and materials. Tenant shall provide Landlord with as-built plans and specification for any Alterations and any Alterations shall remain in place and belong to Landlord, unless Landlord requires removal, at the expiration or termination of the Lease term. Tenant's personal property and removal trade fixtures, other than that which is affixed to the Premises so that it cannot be removed without material damage, shall remain the property of Tenant and may be removed by Tenant subject to Section 29. Any rooftop installation proposals shall be at the discretion and approval of the Landlord, with all rental income from the site belonging solely to Landlord. All fixtures attached to the Premises solely by the Tenant may be removed by the Tenant at any time provided (a) that Tenant shall restore the Premises to their condition prior to the installation of the fixtures, normal wear and tear excepted; (b) the Tenant shall not then be in default; and (c) that the removal will be made on or before the expiration of the term or any extension thereof.

11. DEFAULT: The occurrence of any one or more of the following events shall constitute a material default of this Lease by Tenant:

- a) The vacation or abandonment of the Premises by Tenant. Vacation of the Premises shall include the failure to occupy the Premises for a continuous period of sixty (60) days or more.
- b) The Tenant fails to pay amounts required to be paid by Tenant under this Lease, and such failure continues for fifteen (15) days following notice from Landlord.

- c) The breach by Tenant of any of the covenants, conditions or provisions of Section 10 (Improvements and Alterations), Section 17 (Assignment or Subletting) and Section 20 (Insurance), all of which are hereby deemed to be material defaults without the necessity of any notice by Landlord to Tenant thereof.
- d) The failure by Tenant to observe or perform any of the covenants, conditions or provisions of this Lease where such failure shall continue for a period of thirty (30) days after written notice thereof from Landlord to Tenant; provided, however, that if the nature of Tenant's noncompliance is such that more than thirty (30) days are reasonably required for its cure, then Tenant shall not be deemed to be in default if Tenant commenced such cure within said thirty-day period and thereafter diligently pursues such cure to completion. To the extent permitted by law, such thirty-day notice shall constitute the sole and exclusive notice required to be given to Tenant under applicable Unlawful Detainer statutes.

12. REMEDIES: In the event of any material default or breach of this Lease by Tenant, Landlord may at any time thereafter, with or without notice or demand and without limiting Landlord in the exercise of any right or remedy that Landlord may have by reason of such default:

- a) Terminate Tenant's right to possession of the Premises by any lawful means, in which case this Lease and the term hereof shall terminate and Tenant shall immediately surrender possession of the Premises to Landlord. In such event Landlord shall be entitled to recover from Tenant all damages incurred by Landlord by reason of Tenant's default including, but not limited to: the cost of recovering possession of the Premises; expenses of reletting, including necessary renovation and alteration of the Premises, reasonable attorneys' fees, and any real estate commission actually paid, and the worth at the time of the award by the court having jurisdiction thereof of the amount by which the unpaid rent for the balance of the term after the time of such award exceeds the amount of such rental loss for the same period that Tenant proves could be reasonably avoided.
- b) Maintain Tenant's right to possession, in which case this Lease shall continue in effect whether or not Tenant shall have vacated or abandoned the Premises. In such event, Landlord shall be entitled to enforce all of Landlord's rights and remedies under this Lease, including the right to recover any rent as it becomes due hereunder.
- c) Pursue any other remedy now or hereafter available to Landlord under the laws or judicial decisions of the state wherein the Premises are located.

13. CONDEMNATION: Should the Premises or any portion thereof be taken for public use by right of eminent domain with or without litigation, any award for compensation and/or damages, whether obtained by agreement prior to or during the time of trial, or by judgment or verdict after the trial, applying to the leasehold estate created hereby other than that portion of said award, if any, based upon a taking of the Tenant's leasehold improvements or affixtures, shall belong and be paid to the Landlord, and the Tenant hereby assigns, transfers, and sets over to the Landlord all of the right, title, and interest which it might otherwise have therein. In the event that any material portion of the Premises is taken, the Tenant shall have the option, to be exercised by written notice given by Landlord within thirty (30) days after the date of notice of the taking, to terminate this Lease.

14. CASUALTY:

- a) **Mandatory Restoration.** If the Premises are destroyed or damaged by fire, earthquake or other casualty while more than one year remains in the Lease term, to such an extent as to render the same untenable in whole or in a substantial part, and if the damage can be expected to be capable with reasonable

diligence to be repaired within 360 days, Landlord shall repair and restore the damaged portion, unless the Parties mutually agree in writing to terminate the Lease.

- b) **Optional Restoration.** If the Premises are destroyed or damaged by fire, earthquake or other casualty while more than one year or less remains in the Lease term, to such an extent as to render the same untenable in whole or in a substantial part, or if the damage cannot be expected, with reasonable diligence, to be repaired within 360 days, it shall be optional with the Landlord to restore the damaged portion.
- c) **Procedure.** After the happening of any such event, Tenant shall give the Landlord immediate written notice thereof. In the case of an optional restoration under Section 14(b), Landlord shall have 15 business days after the receipt of such notice to notify Tenant in writing of Landlord's intention either to restore or to terminate this Lease, and in such case only, if no such notice is given by the Landlord, the Tenant may elect to terminate the Lease by written notice to Landlord of such election. If Landlord is either required or optionally elects to restore, the work shall be commenced and prosecuted as promptly as is reasonable.

15. **PARKING:** So long as Tenant is not in default, and subject to such rules and regulations as may be established for the Building from time to time, Tenant shall be entitled to i) one exclusive parking spot for a Tenant fleet vehicle in the west lot, the location of which shall be determined by Landlord and subject to change from time to time, and ii) the non-exclusive shared use of unreserved parking spaces on the Land, all subject to the terms of any existing or future agreements with respect to the joint usage of the parking areas. Landlord's out of pocket costs for marking or signing an exclusive space shall be borne by Tenant. In addition, portions of the adjacent parking spaces may be closed off from time to time for maintaining, repairing, or replacing the parking areas, and temporary scaffolding or equipment may be used as reasonably related to such repair, maintenance, and operation of any part of the Land. If Tenant allows any prohibited activities described in the Lease or the rules then in effect regarding the parking areas, then Landlord shall have the right, without notice, in addition to such other rights and remedies it may have, to remove or tow away the vehicle involved and charge the cost to Tenant, which cost shall be immediately payable upon demand by Landlord. Subject to the terms of Section 10 above, Tenant may, at its sole cost, propose the installation of a Level 2, non-public electric vehicle charger at Tenant's exclusive parking spot (or another spot approved by Landlord) by submitting plans and specifications and such other reasonable information to Landlord for Landlord's prior review in accordance with Section 10. Any such charging equipment must be maintained by Tenant in good and functioning condition at all times, and any theft, vandalism, or other loss or liability in connection therewith shall be borne solely by Tenant. Landlord shall have no obligation to monitor usage of such equipment.

16. **LIENS AND INSOLVENCY:** Tenant shall keep the Premises and the Land free from any liens arising out of any work performed for, materials furnished to, or obligations incurred by Tenant and shall hold Landlord harmless against the same. In the event Tenant becomes insolvent, bankrupt, or if a receiver, assignee or other liquidating officer is appointed for the business of Tenant, Landlord may cancel this Lease at its option.

17. **SUBLETTING OR ASSIGNMENT:** Tenant shall not voluntarily or by operation of law assign, mortgage, sublet or otherwise transfer or encumber all or any part of Tenant's interest in the Lease or the Premises, without the prior written consent of Landlord which Landlord shall not unreasonably withhold. Landlord shall respond to Tenant's request for consent hereunder in a timely manner and any attempted assignment, transfer, mortgage, encumbrance or subletting without such consent shall be void and shall constitute a material default and breach of this lease without the need for notice to Tenant under Section 11.

- a) **Terms Applicable to Assignment and Subletting.**

- i. Regardless of Landlord's consent, no assignment or subletting shall release Tenant of Tenant's obligations hereunder or alter the primary liability of Tenant to pay the sums due Landlord hereunder, and to perform all other obligations to be performed by Tenant hereunder.
 - ii. Landlord's consent to any assignment or subletting shall not constitute a consent to any subsequent assignment or subletting by Tenant or by any sublessee. However, Landlord may consent to subsequent sublettings and assignments of the sublease or any amendments or modifications thereto without notifying Tenant or anyone else liable on the lease or sublease and without obtaining their consent and such action shall not relieve such persons from liability under this lease or said sublease; however, such persons shall not be responsible to the extent any such amendment or modification has increased the obligations of the Tenant or sublessee under this lease or such sublease.
 - iii. In the event of any default under this lease, Landlord may proceed directly against Tenant or anyone else responsible for the performance of this lease, including the sublessees, without first exhausting Landlord's remedies against any other person or entity responsible therefore to Landlord or any security held by landlord or Tenant.
 - iv. No sublease entered into by Tenant shall be effective unless and until it has been approved in writing by Landlord. In entering into any sublease, Tenant shall use only such form of sublease as is satisfactory to Landlord, and once approved by Landlord, such sublease shall not be changed or modified without Landlord's prior written consent. Any sublease shall, by reason of entering into a sublease under this lease, be deemed, for the benefit of Landlord, to have assumed and agreed to conform and comply with each and every obligation herein to be performed by Tenant other than such obligations as are contrary to or inconsistent with provisions contained in a sublease to which Landlord has expressly consented in writing.
 - v. Landlord's written consent to any assignment or subletting of the Premises by Tenant shall not constitute an acknowledgement that no default then exists under this lease of the obligations to be performed by Tenant nor shall such consent be deemed a waiver of any then existing default, except as may be otherwise stated by Landlord at the time.
- b) Landlord Expenses. In the event Tenant shall assign or sublet the premises or request the consent of Landlord to any assignment or subletting or if Tenant shall request the consent of Landlord for any act Tenant proposes to do, then Tenant shall pay Landlord's reasonable costs and expenses incurred in connection therewith, including attorneys', architects', engineers' or other consultants' fees.
- c) Conditions to Consent. Landlord reserves the right to condition any approval to assign or sublet upon Landlord's determination that (i) the proposed assignee or sublessee shall conduct a business on the Premises of a quality substantially equal to that of Tenant, and (ii) the proposed assignee or sublessee be at least as financially responsible as Tenant was expected to be at the time of the execution of this lease or of such assignment or subletting, whichever is greater.

18. ESTOPPEL CERTIFICATE. Each Party (as "responding Party") shall at any time upon not less than ten (10) days' prior written notice from the other Party ("Requesting Party") execute, acknowledge, and deliver to the Requesting Party a statement in writing (i) certifying that this Lease is unmodified and in full force and effect (or, if modified, stating the nature of such modification and certifying that this Lease, as so modified, is in full force and effect) and the date to which other charges are paid in advance, if any, and (ii) acknowledging that there are not, to the responding Party's knowledge, any uncured defaults on the part of the Requesting Party, or specifying such defaults if any are claimed. Any

such statement may be conclusively relied upon by any prospective purchaser or encumbrancer of the building or of the business of Tenant.

At the Requesting Party's option, the failure to deliver such statement within such time shall be a material default of the lease by the Party who is to respond, without any further notice to such Party, or it shall be conclusive upon such Party that (i) the lease is in full force and effect, without modification except as may be represented by the Requesting Party, and (ii) there are no uncured defaults in the Requesting Party's performance.

19. ACCESS: Landlord acknowledges that Tenant is responsible for protecting clients Personal Health Information (PHI) and that Tenant must be in compliance with Health Insurance Portability and Accountability Act (HIPAA) laws. Landlord and Landlord's agents shall have the right to enter the Premises at all reasonable times with a Tenant escort (except in the case of an emergency, which is defined as reasonable concern for imminent danger to persons or property, in which case no escort shall be required), for the purpose of inspection, performing any services required of Landlord, showing the Premises, taking such safety measures, erecting such scaffolding or other necessary structures, making such alterations, repairs, improvement or additions to the Premises or to the Building as Landlord may reasonably deem necessary or desirable and the erecting, using, and maintaining of utilities, services, pipes, and conduits through the Premises and/or other premises as long as there is no material adverse effect to Tenant's use of the Premises. Tenant shall accede to and cooperate with such entries. Landlord shall retain a key for such purposes.

20. HOLD HARMLESS; INDEMNIFICATION; INSURANCE: Landlord and Tenant mutually agree that in any and all causes of action and/or claims, or third-party claims, arising under the terms, activities, use and/or operations of this Lease, including the Premises, each Party shall be responsible to the other only to the extent of each other's comparative fault in causing alleged damages or injuries. Notwithstanding the provisions of the paragraph below, each Party agrees to indemnify the other to the extent of the indemnitor and indemnitee's proportional share.

As to any and all causes of actions and/or claims, or third-party claims, arising under the sole fault of a Party to this Lease, said Party shall have a duty to defend, save, and hold the other Party harmless, and upon failure to do so, said Party shall pay reasonable attorneys' fees, costs and expenses incurred by the other Party to this Lease in defense of said claims and/or actions.

The foregoing provisions specifically and expressly intend to constitute a waiver of each Party's immunity under industrial insurance, Title 51 RCW, as respects the other Party only, and only to the extent necessary to provide the indemnified Party with a full and complete indemnity of claims made by the indemnitor's employees. This waiver has been mutually negotiated.

The Parties acknowledge that Tenant, a Charter County Government under the Constitution of the State of Washington, maintains a fully funded self-insurance program as defined in King County Code 2.21 for the protection and handling of the Tenant's liabilities, including injuries to persons and damage to property. Tenant shall, at its own expense, maintain, through its self-funded program, coverage sufficient for all of its liability exposures for this Lease. The County shall provide Landlord with a standard form of certificate of self-insurance as proof of coverage prior to the Commencement Date. Tenant shall provide Landlord with at least thirty (30) days prior written notice of any material change in Tenant's self-funded program and, upon any such change, Tenant shall provide Landlord with proof of substitute liability insurance reasonably acceptable to Landlord. Because Tenant is a self-insured government entity and does not maintain a Commercial General Liability Insurance policy, Tenant need not add Landlord as an additional insured to such policy. Should Tenant cease self-insuring its liability exposure, Tenant shall add Landlord as an additional insured to any subsequent policy unless Landlord reasonably agrees otherwise in writing.

Tenant shall at all times maintain its self-funded program or a Commercial General Liability Insurance Policy, each in an amount sufficient to cover its liability exposure under this Lease. For purposes of the mutual waiver of claims and subrogation in Section 21 below, Tenant's self-insurance shall be treated as if it were commercial insurance.

Landlord shall maintain throughout the Term commercially reasonable "All-Risk" policies of property insurance covering loss of or damage to the Building (excluding Tenant improvements, Tenant's personal property, fixtures, equipment and Alterations) in the full amount of its replacement cost.

21. **SUBROGATION WAIVER:** Landlord and Tenant each hereby release and relieve the other, and waive their entire right of recovery against the other, for direct or consequential loss or damage arising out of or incident to the perils required covered by property insurance and carried or required to be carried by such Party, whether due to the negligence of such Party or its agents, employees, contractors, or invitees. If necessary, all property insurance policies required under this Lease shall be endorsed to confirm this waiver.

22. **HAZARDOUS SUBSTANCES:** Tenant shall not, without Landlord's prior written consent, keep, nor allow any invitee or licensee of the Premises, to keep any substances designated as, or containing components designated as, hazardous, dangerous, toxic or harmful and/or subject to regulation under any federal, state or local law, regulation or ordinance (hereinafter the Hazardous Substances) on or around the Land. Landlord acknowledges that, in the course of Tenant's use of the Premises, Tenant handles bio hazards and medication waste. Tenant will be responsible for setting up a process for collection and disposal of any biohazard materials, including sharps containers, in accordance with applicable regulated medical waste management standards and regulations. Tenant will be responsible for setting up a process for collection and disposal of any medication waste generated in the course of operation at the Premises. Tenant shall be fully and completely liable to Landlord for any and all cleanup costs and expenses and any and all other charges, expenses, fees, fines, penalties (both civil and criminal) and costs imposed with respect to Tenant's or any subtenant's, invitee's or licensee's use, disposal, transportation, generation and/or sale of Hazardous Substances, in or about the Land. Tenant shall indemnify, defend and hold Landlord and lenders to Landlord (hereinafter called the Lender) harmless from any and all of the costs, fees, penalties, charges and expenses assessed against or imposed upon Landlord and Lender (as well as Landlord's and Lender's attorney's fees and costs) as a result of Tenant's or subtenant's, invitee's or licensee's use, disposal, transportation, generation and/or sale of Hazardous Substances.

23. **SUBORDINATION:** Tenant agrees that, at Landlord's election, this Lease shall automatically be subordinate to any ground lease, mortgages, or deeds of trust placed on the Premises, and to any and all advances made on the security thereof and to all renewals, modifications, consolidations, replacements, and extensions thereof, all without the need of having further instruments executed by Tenant to effectuate the same. Notwithstanding such subordination, Tenant's right to quiet possession of the Premises shall not be disturbed if Tenant is not in default and so long as Tenant shall observe and perform all of the provisions of this Lease, unless this Lease is otherwise terminated pursuant to its terms. If any mortgagee, trustee, or ground lessor shall elect to have this Lease prior to the lien of its mortgage, deed of trust or ground lease, and shall give written notice thereof to Tenant, this Lease shall be deemed prior to same, whether this Lease is dated prior or subsequent to the date of such mortgage, deed of trust, or ground Lease or the date of recording thereof. Tenant agrees to execute any documents required to effectuate an attornment or a subordination, or to make this lease prior to the lien of any mortgage, deed of trust or ground Lease, as the case may be. Tenant's failure to execute such documents within ten (10) days after written demand shall constitute a material default by Tenant hereunder without further notice to Tenant or, at Landlord's option, Tenant shall execute such documents on behalf of Tenant as Tenant's attorney-in-fact. Tenant does hereby make, constitute, and irrevocably appoint landlord as Tenant's attorney-in-fact and in Tenant's name, place and stead, to execute such documents in accordance with this Section 23.

24. DEFAULT AND RE-ENTRY; REMOVAL OF PROPERTY: Upon default by Tenant of any term or condition hereunder, Landlord shall have all rights and remedies available under the laws of the State of Washington, including, but not limited to rightful re-entry. In the event Landlord lawfully re-enters the Premises as provided herein, Landlord shall have the right, but not the obligation, to remove all the personal property located herein and to place such property in storage at the expense and risk of Tenant.

25. COST AND ATTORNEYS' FEES: If, by reason of any default or breach on the part of either Party in the performance of any of the provisions of this Lease, a legal action is instituted, the prevailing Party shall recover its reasonable costs and attorneys' fees in connection therewith.

26. NO WAIVER OF COVENANTS: Any waiver by either Party of any breach hereof by the other shall not be considered a waiver of any future similar breach. This Lease contains all the agreements between the Parties; and there shall be no modification of the agreements contained herein except by written instrument.

27. LANDLORD'S CONSENT; TRANSFER: Whenever Landlord's consent or approval is required prior to any action under this Lease, in no event shall Landlord be liable in damages or otherwise for withholding its consent or approval unless Tenant proves the same to have been withheld maliciously or in bad faith. Landlord may freely transfer all or any part of its interest in the Building, the Land, or the area surrounding the Land, and Tenant agrees to cooperate with Landlord in making any modifications to the terms of this Lease that may be reasonably requested in connection with such transfer or in connection with any financing affecting the Building.

28. LIABILITY OF LANDLORD: The term "Landlord" as in this Lease shall mean only the owner of the Premises at the time in question. In the event of any transfer of such title or interest, Landlord herein named (and in case of any subsequent transfers the then grantor) shall be relieved after the date of such transfer of all liability for Landlord's obligations to be performed thereafter. The obligations contained in this Lease to be performed by Landlord shall be binding on Landlord's successors and assigns only during their respective periods of ownership. If Tenant shall obtain a money judgment against Landlord as a result of Landlord's failure to cure a default hereunder, such judgment shall be satisfied solely against Landlord's interest in the Land and Building and out of the rents or other income from the Building receivable by Landlord, or out of the consideration received by Landlord's right, title and interest in the Premises, but Landlord shall not be personally liable for any deficiency.

29. SURRENDER OF PREMISES: Tenant agrees, upon termination of this Lease, to remove all its personal property and removable trade fixtures from the Premises, to peacefully quit and surrender the Premises to Landlord without prior notice, to leave the Premises neat, clean, free of debris, and in the same condition as received, ordinary wear and tear excepted, and to deliver all keys to the Premises to Landlord. Any damage or deterioration of the Premises shall not be deemed ordinary wear and tear if the same could have been prevented by good maintenance practices by Tenant. Except as otherwise provided in this Lease, Tenant shall leave the lighting, fixtures, air conditioning, window coverings, wall coverings, carpets, wall paneling, ceilings, and plumbing on the Premises and in good operating condition.

30. HOLDING OVER/LIQUIDATED DAMAGES: There shall be no implied holdover tenancy, and Tenant shall vacate the Premises at termination of this Lease unless the Parties specifically agree otherwise in an amendment to this Lease. Tenant acknowledges that Tenant's occupancy after termination of this Lease may result in significant disruption of Landlord's plans for the Premises, including, without limitation, its ability to deliver the Premises to any successor tenant or user, and could result in significant increased costs for delay being imposed on Landlord. Accordingly, if Tenant holds over after termination of this Lease, Tenant

shall be a tenant at sufferance, subject to all of the terms of this Lease, except that rent shall be payable at the then existing rental rate for the first two (2) months of said occupancy and thereafter at a monthly rent equivalent to 125% of the then prevailing rent payable by tenant at the expiration of the Lease Term.

31. BINDING ON HEIRS, SUCCESSORS AND ASSIGNS: The covenants and agreements of this Lease shall be binding upon the heirs, executors, administrators, successors and assigns of both Parties hereto, except as hereinabove provided.

32. RECORDING: This Lease shall not be recorded.

33. TIME FOR PERFORMANCE: Time is of the essence with respect to the performance of each of the covenants and agreements of this Lease.

34. NOTICE: Any notice required to be given by either Party to the other shall be given by personal delivery or deposited in the United States mail, postage prepaid, addressed to the Parties as set forth below.

To Landlord: KING COUNTY HOUSING AUTHORITY
600 Andover Park West
Seattle, WA 98188-3326
Attn: President and CEO

To Tenant: KING COUNTY
FACILITIES MANAGEMENT DIVISION
Real Estate Services
401 Fifth Avenue, Floor 9
Seattle, Washington 98104

or at such other address as either Party may designate to the other in writing from time to time. Mailed notices shall be deemed effective upon actual receipt at the address required or on the third (3rd) business day following the date of deposit in the United States mail, whichever occurs first. Notwithstanding anything in Section 34 to the contrary, the Parties may also agree to give and receive notice by email or other electronic means, provided that if a Party disputes the delivery or receipt of an electronic notice, then that Party shall bear the evidentiary burden to prove that such notice was not delivered or received or both.

35. INCORPORATION OF PRIOR AGREEMENTS: Except as otherwise stated in this Lease, Tenant hereby acknowledges that no person has made any oral or written warranties or representations to Tenant relative to the condition or use by Tenant of the Premises or the Building, and Tenant acknowledges that Tenant assumes all responsibility regarding the legal use and adaptability of the Premises and the compliance thereof with all applicable laws and regulations in effect during the term of this Lease.

36. CHOICE OF LAW; VENUE: Any and all claims relating to this Lease shall be governed by and construed in accordance with the substantive and procedural laws of the State of Washington without giving effect to its conflicts of law rules or choice of law provisions. It is agreed that the venue of any legal action brought under the terms of this Lease shall be in King County, Washington.

37. NON-DISCRIMINATION: The Parties shall not discriminate on the basis of race, color, marital status, national origin, religious affiliation, disability, sexual orientation, gender identity or expression, sex, status as a family caregiver, military status or status as a veteran who was honorably discharged or who was discharged solely as a result of the person's sexual orientation or gender identity or expression, or age except by minimum age and retirement provisions, unless based upon a bona fide occupational qualification, in the employment or application for employment or in the administration or delivery of services or any other benefits under King County Code Chapter 12.16, as now codified and as hereafter amended. Operator shall comply fully with all applicable federal, state, and local laws, ordinances, executive orders, and regulations that prohibit such discrimination. These laws include, but are not limited to, King County Charter Section 840, chapter 49.60 RCW, and Titles VI and VII of the Civil Rights Act of 1964. Any violation of this provision shall be considered a default of this Lease and shall be grounds for cancellation, termination, or suspension, in whole or in part, of the Lease and may result in ineligibility for further agreements with King County.

38. SEVERABILITY: Any provision of this Lease which shall prove to be invalid, void or illegal shall in no way affect, impair or invalidate any other provision of this Lease.

39. DISPUTES: The Parties agree to use their best efforts to resolve disputes regarding this Lease in an economic and time-efficient manner to advance the purposes of this Lease. In the event that a dispute arises between Landlord and Tenant, they shall attempt to resolve such dispute as expeditiously as possible and will cooperate so that the express purposes of this Lease are not frustrated, and so that any design, planning, construction, or use of the Facility is not delayed or interrupted. Nothing in this Lease shall otherwise limit the Parties' legal, equitable, or other rights or remedies.

IN WITNESS WHEREOF, the Parties hereto have hereunto set their hands and seals as of the Effective Date.

EXHIBITS

EXHIBIT A – LEGAL DESCRIPTION OF LAND

EXHIBIT B – THE PREMISES

EXHIBIT C – FORM OF ANNUAL RECONCILIATION STATEMENT

EXHIBIT D – BASIC CONDITIONS AND STANDARDS

EXHIBIT E – CONFIRMATION OF LEASE COMMENCEMENT DATE LETTER

Signatures on following page.

EXHIBIT A

LEGAL DESCRIPTION OF LAND

COMMENCING AT THE INTERSECTION OF THE SOUTH LINE OF THE NORTH 750 FEET OF SAID NORTHEAST QUARTER OF THE NORTHEAST QUARTER AND THE WEST MARGIN OF 132ND AVENUE SOUTHEAST ESTABLISHED BY DEED RECORDED UNDER RECORDING NUMBER 6344630.

THENCE SOUTH 01°05'44" WEST, 45.28 FEET ALONG SAID MARGIN OF 132ND AVENUE SOUTHEAST TO THE TRUE POINT OF BEGINNING;

THENCE NORTH 89°02'32" WEST, 251.96 FEET;

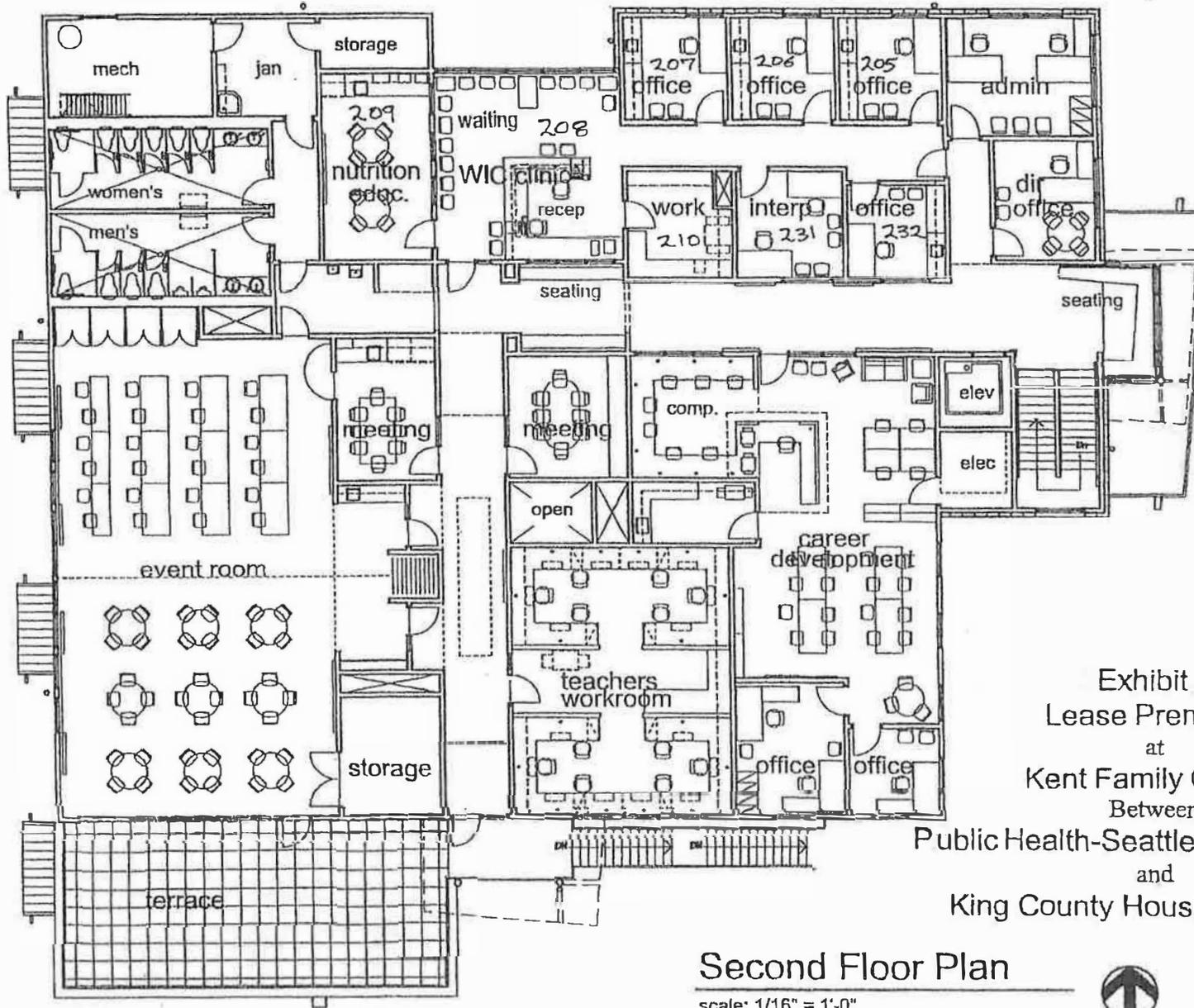
THENCE SOUTH 01°00'29" WEST, 156.21 FEET;

THENCE SOUTH 88°05'26" EAST, 94.79 FEET;

THENCE NORTH 84°16'27" EAST, 74.88 FEET;

THENCE SOUTH 88°46'44" EAST, 86.91 FEET TO THE WEST MARGIN OF 132ND AVENUE SOUTHEAST;

THENCE NORTH 01°05'44" EAST, 111.79 FEET ALONG SAID WEST MARGIN TO THE TRUE POINT OF BEGINNING, KNOWN AS THE FAMILY CENTER.



DEPICTION OF PREMISES

EXHIBIT B

Exhibit B
 Lease Premises
 at
 Kent Family Center
 Between
 Public Health-Seattle & King County
 and
 King County Housing Authority

Second Floor Plan

scale: 1/16" = 1'-0"



EXHIBIT C

FORM OF RECONCILIATION STATEMENT

KCHA - Kent Family Center Operating Expenses YE 2024

<u>Total of Each Category</u>	<u>2024 Total</u>
Legal & Audit Professional Services	\$1,047
Communications/Phones	\$1,639
Total Maintenance Materials Expense	\$84
Total Maintenance Contracts	\$112,374
Permits & Association Fees	\$358
Utilities	\$51,754
General Liability Insurance	\$132
Occupancy Expenses-Insurance-Property	\$7,674
General Liability & Property Insurance (Covered by KCHA)	<i>(\$7,806)</i>
	<u>\$167,256</u>

2024 Year End Reconciliation	Allocation	2024 Operating Expenses	2024 Annual Payment	Variance \$
PESD annual pro rata share	78%	130,459.68	30,051.00	(100,408.68)
Neighborhood House annual pro rata share	10%	16,725.60	3,756.24	(12,969.36)
Public Health annual pro rata share	12%	20,070.72	4,788.00	(15,282.72)
		<u>167,256.00</u>	<u>38,595.24</u>	<u>(128,660.76)</u>

Note:
Propose a revised monthly payment for 2025. The amount based on 2024 year-end operating expenses.

EXHIBIT D
BASIC CONDITIONS AND STANDARDS

Tenant shall maintain the Premises in a reasonable state of cleanliness and repair which shall include, but are not limited to, the following:

A. Premises Housekeeping:

General –

- Walls: should be cleaned after heavy use, free of dirt, grease, holes, cobwebs, and fingerprints
- Floors: should be cleaned after heavy use, clear, dry and free of hazards
- Ceilings: should be free of hazards
- Windows: shall be intact and not nailed shut; proper locking devices shall be installed and in proper working condition. Shades or blinds should be intact.
- Doors: should be free of grease and fingerprints. Doorstops should be present. Exterior doors shall have properly working locks and be weather-tight.
- Heating units: access should be uncluttered.
- Fire Alarm/Safety systems (*i.e.*, smoke alarms, etc.): shall be kept in proper working order; replace batteries as necessary.
- Lighting: shall be maintained in proper working condition, light bulbs replaced as needed.
- Plumbing: shall be in good working order and free of leaks/drainage problems
- Structure should be sound and free of dry rot or other structural deficiencies caused by Tenant program operations.
- Entire unit shall be free of rodent or insect infestation.

Bathroom –

- Toilet and tank: shall be in proper working condition.
- Tub and shower: should be clean and free of mildew and mold. Where applicable, shower curtains should be in place and of adequate length to ensure water is not spilled from shower.
- Exhaust fan: should be working properly. Fan should be used to remove every instance of moisture (*i.e.*, steam and condensation).
- Sink: should be cleaned after heavy use. Shall be free of hazards and in proper working condition.

Storage Areas –

- Closets and other storage areas should be neat and clean. Areas shall be free of safety hazards. Items shall not be stored in or around hot water heater and furnace. Sufficient access to water and space heating equipment will be maintained to allow for necessary repairs and maintenance. Flammable and combustible items shall not be stored within the Premises.

B. Conservation Standards

- Tenant shall maintain a heating set point at the Premises of no greater than 69 degrees; and cooling set point no lower than 74 degrees. Heating and cooling will only be

operated when the Building is occupied. Thermostats should be programmed to set back to 59 degrees for heating, and 78 degrees for cooling, or turned to “off” when unoccupied. Buildings with heat pump heating/cooling systems shall follow the heating and cooling set point standards recommended by the installing engineer, specific to the type of system installed.

- If installing water fixtures, Tenant shall install WaterSense labeled water fixtures, including 1.0 gpm bathroom sink aerators, 1.5gpm kitchen sink aerators, and 1.75 gpm showerheads.
- Tenant shall not install an incandescent bulb unless an incandescent bulb was already present. Compact fluorescent, fluorescent pin lamps or fluorescent linear (tube) lamps shall be installed where found. Tenant shall turn off lights in unoccupied areas. All fluorescent or mercury-containing lamps shall be recycled, per King County law.
- Windows shall be closed whenever the heating or cooling system is in operation.
- Tenant shall keep doors closed when heating or cooling system is in operation.
- If recycling or composting is available on-site, Tenant shall recycle and compost. Tenant may seek out recycling education assistance for staff and clients from the KCHA Resource Conservation Program by contacting Resource Conservation Manager through the KCHA Housing Management office.
- Computers shall be set to hibernate after 20 minutes of inactivity. Computers and computer monitors shall be turned off at night. EnergyStar rated equipment such as printers and copiers shall be used in the Premises (unless an EnergyStar version is unavailable).

EXHIBIT E

CONFIRMATION OF LEASE COMMENCEMENT DATE LETTER



King County
Facilities Management Division
W. Drew Zimmerman, Acting Division Director
Department of Executive Services
401 Fifth Avenue, Room 930
Seattle, WA 98104
Phone: (206) 477-9352
Fax: (206) 205-5070

CONFIRMATION OF LEASE COMMENCEMENT DATE LETTER

LANDLORD: _____
TENANT: KING COUNTY
LOCATION: _____
DATE: _____

This Confirmation of Lease Commencement Date Letter is in connection with the Lease Agreement dated () between (), ("Landlord") and King County, a home rule charter county and political subdivision of the State of Washington, ("Tenant").

In accordance with the terms of the Lease, the Parties wish to confirm the following:

Lease Commencement Date: ()
Lease Expiration Date: ()
Lease Term: ()

Lease Months	Dates	Monthly Rent

Base Rent:

ACKNOWLEDGEMENTS:

LANDLORD

TENANT

By: _____

By: _____

Name: _____

Name: _____

Date: _____

Date: _____



King County

Shannon Braddock
King County Executive

401 Fifth Avenue, Suite 800
Seattle, WA 98104

206-296-9600 Fax 206-296-0194

TTY Relay: 711

www.kingcounty.gov

November 21, 2025

The Honorable Girmay Zahilay
Chair, King County Council
Room 1200
C O U R T H O U S E

Dear Councilmember Zahilay:

This letter transmits a proposed Ordinance that, if enacted, will enable King County to amend and restate its lease for Public Health – Seattle & King County, with King County Housing Authority for space in the Kent Family Center, located at 13111 SE 274th Street, Kent, WA 98030.

This facility houses a public health clinic providing parent and child healthcare services, including the Women Infants and Children Nutrition Program (WIC), Maternity Support Services (MSS), and Infant Case Management (ICM). The clinic's primary mission is to provide equitable access to quality healthcare services by connecting communities in need to critical services. The amendment and restatement of this lease supports the provision of King County operations and services.

This transaction is recommended per the rationale and considerations provided in the attached property summary.

Thank you for your consideration of this proposed Ordinance.

If your staff have any questions, contact Lisa Pearson, Director, Facilities Management Division at 206-263-9238.

The Honorable Girmay Zahilay

November 21, 2025

Page 2

Sincerely,

A handwritten signature in black ink that reads "Shannon Braddock". The signature is written in a cursive, somewhat stylized font.

Shannon Braddock
King County Executive

cc: King County Councilmembers

ATTN: Stephanie Cirkovich, Chief of Staff, King County Council

Melani Hay, Clerk of the Council

Stephanie Pure, Council Relations Director, Office of the Executive

Lorraine Patterson-Harris, County Administrative Officer, Department of Executive Services (DES)

Lisa Pearson, Director, Facilities Management Division (FMD), DES

Julie Ockerman, Manager, Real Estate Services, FMD, DES

KING COUNTY FISCAL NOTE - Property Leases and Sales

GENERAL TRANSACTION INFORMATION

Ordinance/Motion:									
Title:	PHSKC Kent Family Center – Amended and Restated Lease					Transaction Duration:	Two Years		
Affected Agency/Agencies:	King County Public Health Seattle-King County					Fair Market Value:	NA		
Note Prepared By:	Sandy Ou / Steven Tease	Date Prepared:	9/15/2025			Legal Transaction	Lease Agreement		
Note Reviewed By:		Date Reviewed:				Fiscal Transaction	Stand Alone		
Description of Request:	King County Housing Authority and PHSKC Kent Family Center – Amended and Restated Lease								

FINANCIAL IMPACTS

Part 1 - Net Present Value Analysis Results

Net Present Value to King County (all impacts): ***	NA	Net Present Value to Primary Impacted Agency (customer of transaction): ***	NA
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Part 2 - Revenue and Expenditure Impacts

As of the preparation date of this fiscal note, the impact of the above legislation on the financial affairs of King County is estimated to be as indicated below:

Revenue to: ^{2,3,5}

Appropriation Unit	Appr. Number	Department	Fund Number	Project Number	Revenue Account Code and Source/Description	Sum of Revenues Prior to 2025	2025	2026 / 2027	2028 / 2029	2030 / 2031
				0		\$ -	\$ -	\$ -	\$ -	\$ -
				0		\$ -	\$ -	\$ -	\$ -	\$ -
				0		\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL						\$ -	\$ -	\$ -	\$ -	\$ -

Expenditures from: ^{2,3,4,5}

Appropriation Unit/Expenditure Type	Appr. Number	Department	Fund Number	Project Number	Expenditure Notes	Sum of Expenditures Prior to 2025	2025	2026 / 2027	2028 / 2029	2030 / 2031
Real Estate Services Labor Costs						\$ -	\$ -	\$ -	\$ -	\$ -
King County Project Management						\$ -	\$ -	\$ -	\$ -	\$ -
					Rent - Fixed two percent annual increases	\$ -	\$ -	\$ 142,973	\$ 151,433	\$ 160,509
					OPEX - Estimated five percent annual increase	\$ -	\$ -	\$ -	\$ -	\$ -
Lease Payments/Associated O&M						\$ -	\$ -	\$ -	\$ -	\$ -
Service Costs (Appraisal, Title, Move)						\$ -	\$ -	\$ -	\$ -	\$ -
Tenant and Other Improvements						\$ -	\$ -	\$ -	\$ -	\$ -
10% Art for General Fund Transactions						\$ -	\$ -	\$ -	\$ -	\$ -
Other Transaction Costs						\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTAL						\$ -	\$ -	\$ 142,973	\$ 151,433	\$ 160,509
Real Estate Services Labor Costs						\$ -	\$ -	\$ -	\$ -	\$ -
King County Project Management						\$ -	\$ -	\$ -	\$ -	\$ -
Lease Payments/Associated O&M						\$ -	\$ -	\$ -	\$ -	\$ -
Service Costs (Appraisal, Title, Move)						\$ -	\$ -	\$ -	\$ -	\$ -
Tenant and Other Improvements						\$ -	\$ -	\$ -	\$ -	\$ -
10% Art for General Fund Transactions						\$ -	\$ -	\$ -	\$ -	\$ -
Other Transaction Costs						\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTAL						\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL						\$ -	\$ -	\$ 142,973	\$ 151,433	\$ 160,509

APPROPRIATION IMPACTS

As of the preparation date of this fiscal note, the impact of the above legislation on the budget appropriation of King County is estimated to be as indicated below: ¹

Appropriation Unit	Appr. Number	Department	Fund Number	Project Number	Appropriation Notes	2025 Allocation Change	2026 / 2027 Appropriation Change	Total 6-Year CIP Outyear Planning Level
					0	\$ -	\$ -	\$ -
						\$ -	\$ -	\$ -
						\$ -	\$ -	\$ -
TOTAL						\$ -	\$ -	\$ -

Assumption and Additional Notes:

*** 0

1. If the expenditure impact equals or exceeds five percent of the fund expenditures, a copy of the most recent applicable appropriation unit financial plan is attached to this transmittal.
2. The sum of outyear impacts is provided for capital projects and agreements. This sum for revenue and expenditures includes all revenues/expenditures for the duration of the lease/other agreement or life of the capital investment.
3. This transaction does not require the use of fund balance or reallocated grant funding.
4. The transaction is not backed by new revenue.
5. A detailed explanation of how the revenue/expenditure impacts were developed is provided below, including major assumptions made in developing the values presented in the fiscal note and other supporting data:
 - The original, year-to-year renewable lease commenced on May 1, 2004, and the lease has automatically renewed on an annual basis since May 1, 2005, contingent upon sufficient funding.
 - The amended and restated lease base rent will have fixed two percent annual increase through the extended lease term.
 - The amended and restated lease operation cost is estimated five percent annual increase with reconciliation at the end of each year. The 2026 operating cost estimated five percent increase from 2025 estimated cost.

Lease Property Summary

Photo of Property



Property Owner:	King County Housing Authority (KCHA)
Address:	13111 SE 274th Street, Kent, WA 98030
Cost Per Sq. Ft.:	\$28.06 per square foot annually
Operational Costs:	Estimated \$11.98 per square foot, annually
Term:	Two years, plus options to extend
Square Footage:	1,760 square feet
Template:	Landlord template
Council District:	Five
Funding Source:	Harborview Mission Support Payment, Best Start for Kids Levy, Patient Generated Revenue, Federal WIC Funding
Previous Location:	Existing location with an amended and restated ¹ lease
Offer Expiration:	N/A, proposed Ordinance preferred by December 31, 2025

Lease Synopsis:

¹ A comprehensive revision of an existing agreement

The proposed amended and restated lease is for the Department of Public Health – Seattle & King County (PHSKC) to continue to operate at the Kent Family Center, located within the large-scale multi-family King County Housing Authority (KCHA) affordable housing development known as Birch Creek Apartments. This affordable housing development was opened in 2004 and designed with the intention of having a functioning health and family services center. Since 2004, the clinic has served primarily women and children, offering the Women, Infants and Children Nutrition Program (WIC), Maternity Support Services (MSS), and Infant Case Management (ICM) to Birch Creek affordable housing residents and the neighboring community. The lease includes the exclusive use of 1,760 square feet, which includes a public counter with a waiting area, consultation rooms, break room, office space, and shared conference rooms and bathrooms.

Context

Rationale for transaction: The original, year-to-year renewable lease commenced on May 1, 2004, and the lease has automatically renewed on an annual basis since May 1, 2005, contingent upon sufficient funding. In 2025, the landlord, KCHA, began amending and restating all commercial leases at the Kent Family Center. The clinic is ideally located within the Kent Family Center, serving the Birch Creek affordable housing community and its neighbors. The clinic is located near King County Metro transit services and major roads, sitting one block from the major southeast Kent intersection of 132nd Avenue Southeast, Southeast 272nd Street, and Southeast Kent Kangley Road. Amending and restating this lease continues PHSKC’s mission to provide equitable access to quality healthcare by connecting communities in need to critical services.

Policy considerations: This lease agreement supports PHSKC’s mission to promote health and equitable access to healthcare in south King County community.

Political considerations: This lease strengthens PHSKC’s mission to provide healthcare and support services to marginalized, low-income, and underserved populations in King County.

Community considerations or partnerships: Leasing at this location allows PHSKC to continue its longstanding presence at the Kent Family Center providing essential healthcare and support services to the local community.

Fiscal considerations: This lease is funded by a combination of the Harborview Mission Support funding, Best Start for Kids (BSK) Levy, Patient Generated Revenue (fee-for-service), and Women Infants and Children (WIC) Funding. The annual cost to lease the facility is anticipated to be \$71,486.50 in 2026, which includes base rent and estimated operating expenses. Operating expenses are reconciled each year after the actual expenses from the previous year are known. Operating expenses are estimated to increase by five percent annually. There are no additional tenant improvements anticipated.

Other considerations: N/A

CIP/operational impacts: This location provides easy access to major roads and highways. Operating expenses are limited to monthly rental costs and shared common area maintenance. There are no other anticipated operational expenses.

King County Strategic Plan impact: N/A

Equity and Social Justice impact: In accordance with Real Property Asset Management Plan (RAMP) policies, the Facilities Management Division (FMD) and PHSKC have reviewed this proposed legislation for Equity and Social Justice (ESJ) impacts. PHSKC will be able to continue providing health care services to marginalized, low-income, and underserved populations at this location.

Energy Efficiency impact: N/A

Lease Alternatives Analysis

Summary: Since 2004, PHSKC's public health clinic at the Kent Family Center has provided critical healthcare services to Birch Creek affordable housing residents and the surrounding neighboring community. There are no other alternative locations at or within walking distance of this site. KCHA designed the Birch Creek affordable housing community with the intent to build a family service center that included a public health clinic. PHSKC's public health clinic at the Kent Family Center, as it is known, is connected to the community in which it was originally conceived.



King County

**Metropolitan King County Council
Budget and Fiscal Management Committee**

STAFF REPORT

Agenda Item:	7	Name:	April Sanders
Proposed No.:	2025-0359	Date:	February 25, 2026

SUBJECT

An ordinance to authorize the execution of a new lease at an existing location in Seattle for continued use by Public Health – Seattle & King County at the Columbia City Center for Health.

SUMMARY

Proposed Ordinance 2025-0359 would authorize the Executive to execute a lease agreement with the City of Seattle for space at 4400 37th Ave S in Seattle to continue operations at the Columbia City Center for Health. Public Health – Seattle & King County (PHSKC) has had a presence at that facility since 1988. The prior lease ended on June 30, 2024, and has been in holdover status until a new lease is in place. The monthly lease payment under the 2019 lease was \$9,354.07.

If adopted, the proposed lease agreement would be effective once executed after Council approval¹, and would expire after five years, with the option to extend the lease term five times for two-year periods. The monthly lease payment for this agreement would be \$9,634.69 per month for 12 months, and would be increased annually by 3%.

BACKGROUND

Public Health — Seattle & King County (PHSKC) works to protect and promote public health and ensure that people in King County have accessible, quality health care. PHSKC aims to improve the health and well-being of all people in King County as measured by increasing the number of healthy years that people live and eliminating health disparities. PHSKC is organized into eight areas:

1. Assessment, Policy Development, and Evaluation unit; Communications; Preparedness; Health Policy and Planning; and local government relations including the King County Board of Health;

¹ The lease provides a lease commencement date of July 1, 2025, for reference purposes only. Exhibit 6, Confirmation of lease commencement date letter, would be filled out once the County signs the lease as an official start date.

2. Prevention, including the Medical Examiner's Office and Vital Statistics;
3. Chronic Disease and Injury Prevention;
4. Community Health Services;
5. Environmental Health;
6. Emergency Medical Services;
7. Jail Health Services; and
8. Administrative Services which include Public Health leadership, Finance and other services that support Public Health.

2019 Lease Agreement. PHSKC has maintained a presence at the Columbia City Center for Health since 1988, as the Center was jointly developed that year by the City of Seattle and the County. The prior lease was initiated on July 1, 2019, ended on June 30, 2024, and has since been in holdover status. The City of Seattle as the lessor is requiring new leases for all tenants to reflect changes in space allocations, parking allocations, and to update standard lease provisions.

Table 1 below provides an overview of those served by PHSKC in 2024 at the Columbia City Center for Health. Data for 2025 will be available in late Quarter 1 of 2026.

Table 1. People Served on Site in 2024

Program	People Served in 2024
Dental Program	3,299
First Steps (MSS/ICM)	291
Nurse Family Partnership	232
WIC	2,073

ANALYSIS

Proposed Ordinance 2025-0359 would authorize the Executive to execute a lease agreement with the City of Seattle for space at 4400 37th Ave S in Seattle to continue operations at the Columbia City Center for Health. Public Health – Seattle & King County (PHSKC) has had a presence at that facility since 1988. The prior lease ended on June 30, 2024, and has been in holdover status until a new lease is in place.

At the Columbia City Center for Health, PHSKC provides services including Special Supplemental Nutrition Program for Women, Infants, and Children (WIC), First Steps – Maternity Support Services (MSS), Infant Case Management (ICM), Nurse Family Partnership (NFP), and dental services. The location also houses enrollment services for the Access and Outreach program, providing services to communities in need by having high visibility and easy access to the residents of Columbia City and surrounding communities.

According to the property summary, execution of this lease would strengthen PHSKC's mission to provide public health services to communities in need by offering easy access to members of the community.

Table 1 summarizes the terms of the proposed lease agreement. The starting lease rate is \$9,634.69 per month.

Table 2. Summary of the Lease Terms of Proposed Ordinance 2025-0359

Category	Terms
Lease Commencement Date	July 1, 2025, listed for reference purposes only. Exhibit 6, the confirmation of lease commencement date letter, would be filled out once the County signs the lease as an official start date.
Lessor	City of Seattle
Square Footage	9,411 rentable square feet, which includes square footage on the first, second, and lower floors of the building
Permitted Use	Providing public health services to low-income persons, including use of space as office space, medical and dental facility, and meeting space
Term	Five years with option for five, two-year successive renewal options
Rent Costs	The base rent would be \$9,634.69 monthly, with annual increases of 3%. See Table 3 for a summary of rent costs by year.
Other Considerations	Occupant parking allocations are identified in Exhibit 4
List of Exhibits to the Lease	<i>Exhibit 1: Legal Description</i> <i>Exhibit 2: Depiction of Premises and Common Areas</i> <i>Exhibit 3: Cash Rent/Public Benefit Programs/Annual</i>

Category	Terms
	Reporting <i>Exhibit 4: Parking Plan</i> <i>Exhibit 5: Maintenance Responsibilities List</i> <i>Exhibit 6: Lease Commencement Letter</i> <i>Addendum A: Services, Supplies and Utilities Agreement between King County and Neighborhood Health</i>

Fiscal Impact. Table 3 below identifies monthly rent costs associated with the proposed lease and Table 4 lays out the funding sources covering both operating and facility costs. Executive staff state that no supplemental appropriation is required and all costs were assumed in the adopted 2026-2027 Biennial Budget.

Table 3. Monthly Rent Costs

Year	Period	Monthly Cash Rent
Year 1	Month 1-12	\$9,634.69
Year 2	Month 13-24	\$9,923.73
Year 3	Month 25-36	\$10,221.44
Year 4	Month 37-48	\$10,528.09
Year 5	Month 49-60	\$10,843.93

Table 4. Funding Sources at Columbia City

Revenue Source	Dollar Amount	Percentage
Best Starts for Kids	\$2.0 million	22%
City of Seattle	\$0.3 million	3%
Medicaid Administrative Claiming	\$0.1 million	1%
Harborview Mission Support	\$1.7 million	19%
Patient Generated Revenue	\$3.7 million	41%
WIC	\$1.2 million	14%
Total	\$9.0 million	

ATTACHMENTS

1. Proposed Ordinance 2025-0359 (and its attachments)
2. Transmittal Letter
3. Fiscal Note

4. Property Summary



KING COUNTY
Signature Report

ATTACHMENT 1
1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Ordinance

Proposed No. 2025-0359.1

Sponsors Dembowski

1 AN ORDINANCE authorizing the execution of a new lease
2 at an existing location to support the operation of public
3 health - Seattle & King County.

4 STATEMENT OF FACTS:

5 For the lease from the city of Seattle, located at 4400 37th Avenue South,
6 Seattle, within council district two, the facilities management division
7 determined that there was not an appropriate county-owned option and
8 successfully negotiated to lease space.

9 BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

10 SECTION 1. The executive is authorized to execute a lease for the property
11 located at 4400 37th Avenue South with the city of Seattle, substantially in the form of

- 12 Attachment A to this ordinance, and to take all actions necessary to implement the terms
13 of the lease.

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

Sarah Perry, Chair

ATTEST:

Melani Pedroza, Clerk of the Council

APPROVED this ____ day of _____, ____.

Girmay Zahilay, County Executive

Attachments: A. Lease Agreement

ATTACHMENT A:

LEASE AGREEMENT

LEASE AGREEMENT

This LEASE AGREEMENT (“Lease”) is made by and between CITY OF SEATTLE, a Washington State municipal corporation (“City”), through its Department of Finance and Administrative Services, and KING COUNTY, a home rule charter county and political subdivision of the State of Washington (“Lessee” or “the County”). The parties are sometimes referred to together as “Parties” or individually as “Party.”

RECITALS

- A. **WHEREAS**, the City and the Lessee jointly developed the “Southeast Health Clinic,” now known as the Columbia City Center for Health, in a City-owned building located at 4400 37th Avenue South, Seattle, WA (the “Building”), in 1988; and
- B. **WHEREAS**, the Lessee has occupied space in the Building since completion of construction as King County Health; and
- C. **WHEREAS**, the City and Lessee entered into that certain lease agreement effective July 1, 2019 (the “2019 Lease”) whereby Lessee leased from the City an office, medical and dental clinic consisting of 9,148 RSF located on the second floor of the Building for a five-year period from July 1, 2019, to June 30, 2024; and
- D. **WHEREAS**, the City sent Lessee a Letter of Notice on June 30, 2024 of its intention to allow Lessee to holdover after the expiration date of June 30, 2024 in its currently - occupied premises set forth in the 2019 Lease on a month-to-month basis while the Lease was being drafted, negotiated, and approved; and
- E. **WHEREAS**, Lessee continues to operate as King County Health at the currently occupied premises; and
- F. **WHEREAS**, the City and Lessee mutually desire to renew the Lease; and
- G. **WHEREAS**, under the 2019 Lease, Lessee paid City \$9,354.07 per month to lease the premises further defined below; and

NOW THEREFORE, the City and Lessee agree to the terms as follows:

2. 1. Basic Lease Information.

- 1.1 Lease Date: July 1, 2025 (for reference purposes only)
- 1.2 City: City of Seattle, a Washington State municipal corporation.

- 1.3 Lessee: King County, a home rule charter county and political subdivision of the State of Washington.
- 1.4 Property: A clinic building, formerly known as Southeast Seattle Health Clinic, which shall henceforth be known as the Columbia City Center for Health, located at 4400 37th Avenue South, Seattle, Washington, located on that certain real property legally described on the attached Exhibit 1 (“Real Property” or “Building”). The Building gross square footage is 28,374.
- 1.5 Premises: The area depicted on the attached Exhibit 2, containing a portion of the Building, which is approximately 9,411 rentable square feet, and includes square footage on the first, second, and lower floors of the building.
- 1.6 Permitted Use: Providing public health services to low-income persons, including use of space as office space, medical and dental facility, and meeting space. Lessee shall not use the Premises for any other purpose without prior written permission of the City.
- 1.7 Initial Term: Five (5) Years.
- 1.8 Extended Term(s): No guaranteed Extended Term(s). See **Section 3.3** regarding Lessee’s right of first refusal conditioned on Lessor’s decision to continue lease of the Premises beyond Expiration Date.
- 1.9 Lease Commencement Date:
See Section 3.1.
- 1.10 Rent Commencement Date:
The Rent Commencement Date shall be the same as the Lease Commencement Date.
- 1.11 Expiration Date: **See Section 3.2.**
- 1.12 Rent/Public Benefit:
In consideration of this Lease, the Lessee shall pay to the City and provide for the City’s benefit, for the use and occupancy of the Premises, rent equal to the market rent for like space, of which a portion, as described in Exhibit 3, shall be in the form of in-kind service (“Public Benefit

Rent”), and a portion shall be a legal tender of the United States of America or negotiable instruments payable in the same and acceptable to the City’s Director of Finance and Administrative Services (“Cash Rent”), as described in Exhibit 3. Beginning on the Commencement Date of this Lease and therefore on or before the first day of each month during the Term, Lessee shall pay to the City, without notice or demand, in lawful money of the United States the monthly amount of Cash Rent specified in the table below and the monthly amount of Leasehold Excise Tax, if any, due under **Section 1.14**.

Cash Rent:

Period (Year)	Period (Months)	Monthly Cash Rent	Annual Cash Rent
Year 1	Month 1-12	\$ 9,634.69	\$ 115,616.31
Year 2	Month 13-24	\$ 9,923.73	\$ 119,084.79
Year 3	Month 25-36	\$ 10,221.44	\$ 122,657.34
Year 4	Month 37-48	\$ 10,528.09	\$ 126,337.06
Year 5	Month 49-60	\$ 10,843.93	\$ 130,127.17

1.13 Security Deposit: None.

1.14 Leasehold Excise Tax: Lessee, a home rule charter county and political subdivision of the State of Washington, is exempt from Leasehold Excise Tax (“LET”). Should Lessee’s tax exemption status change, Lessee’s obligations to the City for LET are fully set forth in **Section 24.1** below.

1.15 Parking:

Occupant parking allocations are as illustrated on the Parking Plan, which is attached and made a part of this Lease as Exhibit 4. Lessee’s share of occupant parking is located on the ground level below the Building. Lessee and its employees and agents shall have the exclusive right, at no additional cost, to park in the parking area designated for King County in Exhibit 4, and Lessee’s patients, clients, and visitors shall have the non-exclusive right, at no additional charge, to park in the parking area designated as “Client Parking” in Exhibit 4.

1.16 City's Address for Notices:

For Property Issues:

Stephen McKenzie, Manager of Property Management

Facility Operations Division

Department of Finance and Administrative Services

City of Seattle

PO Box 94689

Seattle, WA 98124-4689

Phone: 206-684-0558

Email: stephen.mckenzie@seattle.gov

AND

For Lease Contract Issues:

Katy Tassery, Deputy Director, Real Estate and Planning Services Division

Department of Finance and Administrative Services

City of Seattle

PO Box 94689

Seattle, WA 98124-4689

Phone: 206-430-2519

Email: katherine.tassery@seattle.gov

Lessee's Address for Notices:

King County Facilities Management Division

Attn: Real Estate Services

401 Fifth Avenue, Floor 9

Seattle, Washington 98104

Email: RES-LeaseAdmin@kingcounty.gov

Notwithstanding anything in this Lease to the contrary, a Party may provide notice by email only at the email address(es) set forth above or other electronic means with delivery confirmation or read receipt (or both). Notices are given on the date of such mailing. If a Party disputes the delivery or receipt of notice by email, then that Party shall bear the evidentiary burden to prove, by a preponderance of the evidence, that such notice was not delivered or received or both.

2. Premises and Description of Leased Facility.

City hereby leases the Premises to the Lessee for the Term set forth in **Section 3**. The City's willingness to lease the Premises to Lessee is conditioned, in part, on Lessee's acceptance of the

Premises in their “as is” condition with all faults, including possible encroachment, building code issues, and current land use and zoning requirements. The City hereby disclaims all representations, statements, and warranties, expressed or implied, with respect to the condition or suitability of the Premises for Lessee’s Permitted Use under this Lease. By executing this Lease, Lessee accepts the Premises in their “as is” condition and releases the City from any claims, liabilities, fines or damages arising from the condition of the Premises. Lessee shall not be responsible for any claims, liabilities, fines, or damages accruing prior to the Commencement Date other than claims that arise from Lessee’s own general use and occupancy of the Premises prior the Commencement Date.

3. Term

3.1 Commencement Date. This Lease shall commence on the first day of the month following this Lease’s execution by both Parties (“Commencement Date”), which shall be confirmed in a Confirmation of Lease Commencement Date Letter substantially in the form as that contained in Exhibit 6.

3.2 Expiration Date. This Lease shall expire five (5) years after the Commencement Date.

3.3 Extended Term. If the City decides to continue to lease the Premises following the Expiration Date, the County shall have the first right to lease the Premises for up to five (5) additional successive terms of two (2) years each (each an “Extended Term”). If City determines to lease the Premises for one or more Extended Terms, the City will provide the County written notice of its intent, including any updates to City’s standard leasing terms, no later than twelve (12) months before the expiration of the then-current Term, to lease the Premises for such Extended Terms. To exercise its first right to lease for an Extended Term, County shall provide City written acceptance of the Extended Term(s) on the conditions stated in the City’s notice, no later than six (6) months prior to the expiration of the then-current Term of this Lease. If County fails to provide its written acceptance in the time required, the City shall be free to enter negotiations with third parties for lease of the Premises, following expiration of County’s then-current Term.

The County’s first right to lease the Premises for a second Extended Term is conditioned upon Lessee exercising its right to the first Extended Term. Whether to lease the Premises for any Extended Term shall be solely at the discretion of the City, and the City’s determination shall not be the basis for any liability on the part of the City. Additionally, if the County fails to perform any of its obligations under this Lease that would give the City the right to terminate before the commencement of the Extended Term, Lessee’s first right to lease for an Extended Term shall automatically terminate regardless of whether the City terminates the Lease, unless otherwise agreed to in writing by the City.

3.4 Definition of Term. If the City leases the Premises to the Lessee for an Extended Term as provided in this **Section 3**, the Parties will amend the Lease in writing to memorialize the Extended Term, changes to Cash Rent, and any additional updates. All references to "Term" in this Lease shall mean and include any Extended Term(s).

4. Permitted Use.

The Premises may be used by the County for the uses set forth in **Section 1.6** above.

Lessee shall use the Premises only for the Permitted Use. Lessee shall be responsible for all day-to-day operations of Lessee on site. As the City's willingness to enter into this Lease with Lessee is predicated, in part, on the public benefits and community-supportive nature of Lessee's use, Lessee shall not use or permit the use of the Premises for any other business, or purpose, without the City's prior written consent. Lessee shall maintain the Premises in a clean, orderly, safe, and neat fashion and shall neither commit waste nor permit any waste on the Premises. Lessee shall not permit any accumulation of trash on or about the Premises. Lessee shall not create or contribute to the creation of a nuisance in the Premises.

5. Security Deposit. None.

6. Utilities and Services.

The Building is subject to a Services, Supplies and Utilities Agreement ("Utilities Agreement") between the Lessee, and Neighborcare Health as the other occupant of the Building, attached as Addendum A and made part of the Lease. The Utilities Agreement fully governs the split of utility and services expenses ("Operating Expenses") at the Building between Neighborcare and King County. The City shall not be responsible for any Operating Expenses set forth in the Utilities Agreement. Any new utility and services costs or expenses not covered in Addendum A shall not be the City's responsibility; except as specifically provided under Maintenance and Repair obligations described in **Section 9**.

The City shall not be liable for any injury, loss or damage caused by or resulting from any interruption or failure of utility services due to any causes whatsoever except the City's negligence. The Lessee shall not be entitled to an offset, reduction, or return of rental as a result of any interruption or failure of said services, except when caused by the City's negligence.

The City shall not be responsible for any costs incurred in modifying the systems that are occasioned by the Lessee's requirements.

7. Additional Charges.

Lessee may incur additional monetary charges due to Lessee's occupation of the Premises, such as maintenance charges. Any monetary sum due from Lessee under this Lease shall be an

Additional Charge, payable when specified in the Lease, or if not specified, due and payable within 30 days of written invoice by the City.

8. Late Charge; Interest.

If Lessee fails to pay the City any Cash Rent (as defined in Exhibit 3) or Additional Charge within ten (10) days of the due date under this Lease, the balance shall accrue interest at a rate of 1% per month from the due date until the date when paid in full, which amount may be prorated on a daily basis.

9. Maintenance and Repairs.

Each Party is responsible for, and shall pay the costs to service, maintain, and repair, specific portions of the Premises and Building outlined in Exhibit 5. When requesting maintenance and repair from the City, Lessee agrees to exclusively use the MCC and Unifier systems to enter maintenance work orders directed to the City, to its central facilities team, which team is versed in the terms of each Party's maintenance responsibilities described in Exhibit 5 of the Lease. Service requests performed by City for items that are not City's responsibility, as described in Exhibit 5, could result in Additional Charges to Lessee to reimburse the City for the reasonable costs incurred by the City.

10. Sublease and Assignment.

Notwithstanding any other provision hereof, the Lessee shall not enter into any sublease of the Premises or any portion thereof or any assignment of any interest in this Lease, whether long- or short-term in nature, or engage in any activity with respect to or on the Premises other than for the express uses and purposes stipulated herein, without obtaining the prior explicit written authorization therefor from the City.

11. Alterations and Improvements.

Lessee shall not make, or cause to be made, any alterations, addition, or improvements to the Premises without first obtaining the written consent of the City's Director of Finance and Administrative Services ("Director"), or Director's designee, for such work. All alterations, additions and improvements that are made shall be at the sole cost and expense of Lessee, and shall become the property of the City, and shall remain in and be surrendered with the Premises as part thereof at the termination of this Lease, without disturbance, molestation, or injury. All alterations made by Lessee shall be maintained and remain the responsibility of Lessee for the Lease Term. The Director's review and approval of any Lessee alteration is for the City's benefit in its capacity as lessor and to ensure the delivery of consideration for this Lease, and such approvals shall not substitute for any regulatory approvals required by law, nor shall such approvals be the basis for any liability of the City. The City reserves an unqualified right to make alterations, at its sole expense, to the Premises or to the Building: (1) where conditions deemed by the Director to constitute an emergency exist; (2) in order to correct code-deficiencies; and (3) where such alterations do not unreasonably interfere with the ordinary operations of the Premises by the Lessee.

12. Damage and Destruction.

In the event that the Premises (a) are damaged by fire, earthquake, act of war, or other extraordinary casualty to such an extent as to render them untenable in whole or in substantial part; or (b) are destroyed, the City shall have the option to repair or rebuild the Premises. Within forty-eight (48) hours after the Lessee becomes aware of any such event, the Lessee shall give the City notice of such event. The City shall have sixty (60) days after the City's receipt of such notification to notify the Lessee, in writing, of the City's intention to repair or rebuild the Premises, or any part so damaged. If the City elects to rebuild or repair the Premises, the City shall prosecute the work of such repairing or rebuilding without unreasonable delay, in accordance with the then-existing City procedures, and during such period the Cash Rent for the Premises shall be abated in the same ratio that the portion of the Premises rendered for the time being unfit for occupancy bears to the whole of the Premises; upon the completion of such rebuilding or repair, the Lessee shall immediately reoccupy the Premises and pay the full Cash Rent set forth in this Lease. In the event the Building is substantially destroyed or damaged even though the Premises are not so damaged or destroyed, and if, in the opinion of the City, it would not be practical to repair or rebuild the Building, then the City shall have the option of terminating this Lease by providing to the Lessee thirty (30) days' prior written notice of termination. The Lessee shall also have the right to declare this Lease terminated, by providing to the City thirty (30) days' prior written notice of such termination, which notice shall be given within sixty (60) days after such damage or destruction. Notwithstanding any other provision of this Lease, no party to this Lease shall be liable in damages to any other party for terminating this Lease in accordance with the provisions of this Section, because of the damage or destruction of the Premises or the Building.

13. Condemnation.

If any portion of the Premises, Building or real property upon which the same are situated (including, without limitation, any parking areas associated with the Premises and/or Building) which is necessary for the County's occupancy or intended use of the Premises, or fifty percent (50%) or more of the rentable area of the Building is made untenable by eminent domain or conveyed under a threat of condemnation, this Lease shall terminate at the option of either City or the County as of the earlier of the date title vests in the condemning authority or the condemning authority first has possession of the Premises or the portion of the underlying real property taken by the condemning authority. All Cash Rent and other payments shall be paid to that date. If the condemning authority takes a portion of the Premises or of the Building or the underlying real property necessary for the County's occupancy or intended use that does not render them untenable, then this Lease shall continue in full force and effect and the Cash Rent shall be proportionately reduced based on the percentage by which the floor area of the Premises is reduced. The reduction in Cash Rent shall be effective on the earlier of the date the condemning authority first has possession of such portion or title vests in the condemning authority. If the County determines that the condemnation has rendered the Premises

unsuitable for the Permitted Use, the County shall be entitled to terminate this Lease upon thirty (30) days advance written notice to City. City shall be entitled to the entire award from the condemning authority attributable to the value of the Premises or the Buildings and the County shall make no claim for the value of its leasehold. The County shall be permitted to make a separate claim against the condemning authority for moving expenses if the County terminates the Lease under this section, provided that in no event shall the County's claim reduce City's award.

14. Indemnity and Hold Harmless.

To the extent permitted by applicable law, each Party shall defend, indemnify and hold the other harmless from and against any claims, suits, causes of action, judgments, damage, loss or liability for any actual or alleged injuries to persons or alleged loss of or damage to, any property (collectively, "Claims") arising out of the negligent acts or omissions of the indemnifying Party or any of its respective officers and employees, arising out of or incidental to the exercise of rights and obligations under this Lease. Where such Claims result from the concurrent negligence of the Parties, the indemnity provisions provided herein shall be valid and enforceable only to the extent of each Party's negligence. Each of the Parties agrees that its obligations under this section extend to any claim, demand, cause of action and judgment brought by, or on behalf of, any of its employees or agents. For this purpose, each of the Parties, by mutual negotiation, hereby waives, with respect to the other Party only, any immunity that would otherwise be available against such Claims under the industrial insurance provisions of Title 51 RCW. In the event that either of the Parties incur any judgment, award, and/or cost arising therefrom, including attorney fees, expenses, and costs shall be recoverable from the responsible Party to the extent of that Party's negligence.

This indemnity with respect to acts or omissions during the Term shall survive termination or expiration of this Lease for any time period applicable to the limitation of actions.

15. Assumption of Risk, Release.

The placement and storage of personal property on the Premises shall be the responsibility, and at the sole risk, of the Lessee. Lessee releases the City from any and all claims arising from damage to or loss of Lessee's personal property on the Premises, except for such loss or damage arising out of the negligent acts or omissions of the City.

16. Insurance.

Lessee shall secure and maintain, at no expense to City, a policy or policies of insurance or programs of self-insurance as enumerated below. Evidence of such insurance shall be delivered to the address set forth below. Said policies shall include:

- A) Self-Insurance: Notwithstanding any provision to the contrary in this Lease, City acknowledges and accepts that Lessee maintains a fully funded Self-Insurance program for the protection and handling of its liabilities (appropriate coverage and limits for services being provided),

including injuries to persons and damage to property. Lessee does not purchase Commercial General Liability insurance and is a self-insured governmental entity; therefore, Lessee does not have the ability to name an entity as an additional insured, and, upon City's request, Lessee shall provide a certificate of self-insurance evidencing its self-insurance program. The cost of any claim payments falling within the deductible shall be the responsibility of the Lessee.

- B) A policy of Worker's Compensation. As respects Workers' Compensation insurance in the state of Washington, the Lessee shall secure its liability for industrial injury to its employees in accordance with the provisions of Title 51 of the Revised Code of Washington. If the Lessee is qualified as a self-insurer in accordance with Chapter 51.14 of the Revised Code of Washington, Lessee shall so certify by providing a copy, upon request of the City, of the state Certificate of Self-Insurance, and setting forth the limits of any policy of excess insurance covering its employees.
- C) A policy of Property Insurance covering Lessee's furniture, fixtures, equipment and inventory and all improvements that it has made or makes to the Premises in an amount equal to replacement cost thereof, against (a) loss from the perils of fire, and other risks of direct physical loss, not less broad than provided by the insurance industry standard "Causes of Loss - Special Form (CP 10 30), (b) Loss or damage from water damage, or sprinkler systems now or hereafter installed in on the premises; (c) Loss or damage by explosion of steam boilers or pressure vessels.
- D) Additional Insured and Changes of Coverage and Limits: Additional Insured - Such insurance, as provided, shall be endorsed to include the City, its officers, elected officials, employees, agents and volunteers as additional loss payee, and shall not be reduced or canceled without forty-five (45) days prior written notice to the City. In addition, Lessee's insurance shall be primary, as respects the City, and any other insurance maintained by the City shall be excess and not contributing insurance with the Lessee's insurance. Any contractor or subcontractor of Lessee working on this program will name the City of Seattle on their applicable Liability policies.
- E) Coverage and/or limits may be altered or increased as reasonably necessary, to reflect type of or exposure to risk. The City shall have the right to periodically review the appropriateness of such limits in view of inflation and/or changing industry conditions and to require an increase in such limits upon ninety (90) days prior written notice.
- F) Evidence of Insurance: The following documents must be provided as

evidence of insurance coverage. Upon request by the City, the Lessee shall provide evidence of such insurance and self-insurance.

- G) All policies shall be subject to reasonable approval by the City's Risk Manager as to company (must be rated A-: V or higher in the A.M. Best's Key Rating Guide and licensed to do business in the State of Washington or issued as a surplus line by a Washington Surplus lines broker), form and coverage, and primary for Lessee's operations to all other insurance.
- H) If Lessee fails to maintain such insurance or self-insurance, City may do so, and Lessee shall reimburse City for the full expense thereof upon demand. Lessee shall not keep or use in or about the Premises any article that is prohibited by City's insurance policy. Lessee shall pay, upon reasonable notice from City, any increase in City's premiums for insurance during the term of this Lease that results from Lessee's use of the Premises.
- I) Waiver of Subrogation. Neither City nor Lessee shall be liable to the other party or to any insurance company (by way of subrogation or otherwise) insuring the other party for any loss or damage to any building, structure or tangible personal property of the other occurring in or about the Premises or Building, even though such loss or damage might have been occasioned by the negligence of such party, its agents or employees, if such loss or damage is covered by property insurance benefiting the party suffering such loss or damage or was required under the terms of this Lease to be covered by property insurance procured by the party suffering the loss.

17. Dispute Resolution and Mediation.

17.1 The Parties agree to use their best efforts to resolve disputes regarding this Lease in an economic and time-efficient manner to advance the purposes of this Lease. In the event that a dispute arises between City and the County, the Parties shall attempt to resolve such dispute as expeditiously as possible and will cooperate so that the express purposes of this Lease are not frustrated, and so that use of the Facility is not delayed or interrupted. Nothing in this Lease shall otherwise limit the Parties' legal, equitable, or other rights or remedies.

17.2 City and Lessee agree that if any dispute arise concerning this Lease both Parties may mutually agree to submit the dispute to mediation. Notwithstanding the foregoing, nothing herein shall be construed as a condition precedent for either Party to seek legal or equitable relief by initiating a legal action. City and Lessee shall each bear their respective costs of mediation.

18. Quiet Possession.

City covenants and agrees that, as of the Commencement Date, the County, upon performance of all the County's obligations under this Lease, shall lawfully and quietly hold, occupy and enjoy the Premises during the term of this Lease without disturbance by City or by any person having title paramount to City's title or by any person claiming under City, subject to the other terms and provision of this Lease and subject to all underlying leases and other underlying matters of record to which this Lease is or may become subject.

19. Holding Over.

If the County holds over possession of the Premises after the Term of this Lease, including any Extended Term, thereof without City's written consent (which consent may be withheld in City's sole and absolute discretion), the County shall become a Lessee on a month-to-month basis upon the terms herein specified, but at a monthly rent equivalent to 125% of the then prevailing Cash Rent payable by the County at the expiration of the term of this Lease or any extension thereof and subject to the continued application of all of the provisions of the Lease herein, payable in advance on the first day of each month. Any holdover tenancy may be terminated by either party by giving 30 days' written notice, provided that any month-to-month extension shall not result in a term that exceeds a total of five (5) years without a written amendment. Notwithstanding the foregoing, nothing in this section shall prevent the Lessee from being responsible for damages, if any, caused by Lessee's holdover without the approval of the City. If Lessee fails to surrender the Premises upon the expiration or termination of this Lease, Lessee shall indemnify, defend, and hold harmless the City from all losses, damages, liabilities, and expenses resulting from such failure, including, without limiting the generality of the foregoing, any claims made by any succeeding Lessee arising out of such failure. Lessee's obligations under this section shall survive expiration or termination of this Lease. City may initiate any necessary legal proceedings to evict the County if the County holds over without City's written consent.

20. Non-Discrimination; Compliance with Law.

The Parties shall not discriminate on the basis of sex, race, color, marital status, national origin, religious affiliation, disability, sexual orientation, gender identity or expression, status as a family caregiver, military status or status as a veteran who was honorably discharged or who was discharged solely as a result of the person's sexual orientation or gender identity or expression, or age except by minimum age and retirement provisions,

unless based upon a bona fide occupational qualification, in the employment or application for employment or in the administration or delivery of services or any other benefits under King County Code Ch. 12.16.125. Both Parties shall comply fully with all applicable federal, state and local laws, ordinances, executive orders and regulations that prohibit such discrimination. These laws include, but are not limited to, King County Charter Section 840, chapter 49.60 RCW, Ch. 14.04, 14.10, and 20.42 of the Seattle Municipal Code and Titles VI and VII of the Civil Rights Act of 1964, as they may be amended from time to time, and rules, regulations, orders and directives of the associated administrative agencies and their officers. Any violation of this provision shall be considered a default of this Lease and shall be grounds for cancellation, termination, or suspension, in whole or in part, of the Lease and may result in ineligibility for further agreements with King County.

Lessee shall not use or permit the Premises or any part thereof to be used for any purpose in violation of any municipal, county, state or federal law, ordinance, or regulation in which the Premises are located. Lessee shall promptly comply, at its sole cost and expense, with all laws, ordinances, and regulations now in force or hereafter adopted relating to or affecting the condition, use or occupancy of the Premises.

21. Default.

21.1 County Default: Following the Commencement Date, the occurrence of any one or more of the following events shall constitute a “Default” by the County and shall give rise to City remedies set forth below:

- (i) failure to pay when due all or any portion of Cash Rent or Additional Rent, if the failure continues for three (3) business days after written notice to the County;
- (ii) failure to observe or perform any term or condition of this Lease other than the payment of Cash Rent, unless such failure is cured within a reasonable period of time following notice thereof, but in no event more than thirty (30) days following notice from City (provided, if the nature of Lessee’s failure is such that more time is reasonably required in order to cure, Lessee shall not be in Default if Lessee commences to cure promptly and thereafter diligently prosecutes such cure to completion);
- (iii) failure to cure promptly upon notice thereof any condition which is hazardous or interferes with the operation or leasing of the Premises or Building, or may cause the imposition of a fine, penalty or other remedy on City or its agents or affiliates;
- (iv) abandonment and vacation of the Premises (failure to occupy and operate the Premises for ten (10) consecutive days).

The occurrence of any of the aforementioned events of Default shall not under any circumstance excuse or relieve the County from any of its obligations under this Lease, including payment of Cash Rent.

21.2 City Default: City's failure to perform or observe any of its obligations under this Lease within thirty (30) days after receipt of written notice of nonperformance from the County setting forth in reasonable detail the nature and extent of the failure, referencing pertinent Lease provisions, or, if more than thirty (30) days is required to cure the breach, City's failure to begin curing within the thirty (30) day period and diligently prosecute the cure to completion, shall constitute a default.

22. Remedies.

22.1 The City shall have the following remedies upon an event of Default. The City's rights and remedies under this Lease shall be cumulative, and none shall exclude any other right or remedy allowed by law.

22.2 If the County defaults on its obligations, City shall have the right without notice or demand to pursue any of its rights or remedies at law or in equity which shall be cumulative with and in addition to any other right or remedy allowed under this Lease. City may elect to terminate this Lease and the County's right to possession, at any time following a Default and upon sixty (60) days written notice to the County.

22.3 The City may continue this Lease in full force and effect, and without demand or notice, re-enter and take possession of the Premises or any part thereof, expel the Lessee from the Premises and anyone claiming through or under the Lessee. In the event of any such reentry by City, the City may, at City's option, require the County to remove from the Lease Premises any of the County's property located thereon. If the County fails to do so, City shall not be responsible for the care or safekeeping thereof and may remove any of the same from the Premises and place the same elsewhere in the Building or in storage in a public warehouse at the cost, expense and risk of the County with authority to the warehouseman to sell the same in the event that the County shall fail to pay the cost of transportation and storage. In any and all such cases of reentry City may make any repairs in, to or upon the Premises which may be necessary, desirable or convenient, and the County hereby waives any and all claims for damages which may be caused or occasioned by such reentry or to any property in or about the Premises or any part thereof. The City may relet the Premises, or any part of them, for such period of time and at such other terms and conditions as the City, in its discretion, may determine. The City may collect and receive the Cash Rent for the Premises. To the fullest extent permitted by law, the proceeds of any reletting shall be applied: first, to pay the City its reasonable, actual reletting expenses; second, to pay any indebtedness of Lessee to the City other than Cash Rent; third to the Cash

Rent due and unpaid hereunder; and fourth, the residue, if any, shall be held by the City and applied in payment of other or future obligations of Lessee to the City as the same may become due and payable, and Lessee shall not be entitled to receive any portion of such revenue. Re-entry or taking possession of the Premises by the City under this section shall not be construed as an election on the City's part to terminate the Lease unless written notice of termination is given to Lessee. The City reserves the right following any re-entry or reletting, or both, under this section to exercise its right to terminate the Lease. Lessee will pay the City the Cash Rent and other sums which would be payable under this Lease if repossession had not occurred, less the net proceeds, if any, after reletting the Premises, including without limitation, all repossession costs, brokerage commissions and costs for securing new tenants, attorney's fees, remodeling and repair costs, costs for removing persons or property, costs for storing Lessee's property and equipment, and costs of tenant improvements and rent concessions granted by the City to any new tenant, prorated over the life of the new lease.

22.4 Forbearance by City to enforce one or more remedies shall not constitute a waiver of any Default.

22.5 Default by City and the Lessee's Remedies. If City commits a default that materially affects Lessee's use of the Premises, and City has failed to commence to cure such default within thirty (30) days (or such shorter time as is commercially reasonable in the case of an emergency threatening imminent harm to persons or property), the County may, upon written notice to the City, without waiving any claim for damages for breach of agreement, thereafter, cure the default, or pursue any of its rights or remedies at law or in equity which shall be cumulative with and in addition to any other right or remedy allowed under this Lease. County may elect to terminate this Lease at any time following a Default and upon sixty (60) days written notice to the City.

Should the County elect to provide notice to the City, such notice shall include notice of the County's plans to undertake the cure if City does not do so within thirty (30) days (or less as provided above). The reasonable cost of such cure shall be deemed paid or incurred for the account of City, and City shall reimburse the County for these actual costs. City shall reimburse Lessee within thirty (30) days after completion of the cure and invoice to City itemizing the costs of cure.

23. Hazardous Material.

23.1 For purposes of this Lease, the term "Environmental Law" shall mean: any federal, state or local statute, regulation, code, rule, ordinance, order, judgment, decree, injunction, or common law pertaining in any way to the protection of human

health, safety, or the environment, including without limitation, the Comprehensive Environmental Response, Compensation and Liability Act of 1980, 42 U.S.C. § 9601 et seq. (“CERCLA”); the Resource Conservation and Recovery Act of 1976, 42 U.S.C. § 6901 et seq. (“RCRA”); the Washington State Model Toxics Control Act, Ch. 70A.305 RCW (“MTCA”); the Washington Hazardous Waste Management Act, Ch. 70A.300RCW; the Federal Water Pollution Control Act, 33 U.S.C. § 1251 et seq., the Washington Water Pollution Control Act, RCW ch. 90.48, and any laws concerning above ground or underground storage tanks. For the purposes of this Lease, the term “Hazardous Material” shall mean: any waste, pollutant, contaminant, or other material that now or in the future becomes regulated or defined under any Environmental Law or hereafter designated as hazardous, dangerous, toxic or harmful and/or subject to regulation under any Environmental Law.

23.2 The County shall not cause or permit any Hazardous Material to be brought upon, kept, or used in or about, or disposed of on the Premises or the Building by the County, its employees, officers, agents, servants, contractors, customers, clients, visitors, guests, or other licensees or invitees, except in strict compliance with all applicable federal, state and local laws, regulations, codes, and ordinances, unless approved by the City in writing. If the County breaches the obligations stated in the preceding sentence, then the County shall indemnify, defend and hold City harmless from any and all claims, judgments, damages, penalties, fines, costs, liabilities or losses including without limitation sums paid in settlement of claims, attorneys’ fees, consultant fees and expert fees, incurred either during or after the Lease term (“Claims”) to the extent that said Claims are a result of said breach. The County shall promptly notify City of any inquiry, investigation or notice that the County may receive from any third party regarding the actual or suspected presence of Hazardous Material on the Premises or the Building.

23.3 Without limiting the generality of the foregoing, if the presence of any Hazardous Material brought upon, kept or used in or about the Premises or the Building by the County, its employees, officers, agents, servants, contractors, customers, clients, visitors, guests, or other licensees or invitees, results in any release of any Hazardous Material on the Premises or the Real Property, the County shall be solely responsible, at its sole cost, for promptly remediating the same to the extent required by Environmental Law. City’s approval of such remediation shall first be obtained, which approval shall not be unreasonably withheld, conditioned or delayed, provided, however, that the County shall be entitled to respond immediately to an emergency without prior approval from City, including but not limited to taking actions necessary to prevent the release from migrating, leaching or otherwise spreading, and actions necessary to respond to any immediate obligations imposed on the County by Environmental Law.

23.4 The County agrees that its obligations under this section extend to any claim,

demand, cause of action and judgment brought by, or on behalf of, any of its employees or agents. For this purpose, the County, hereby waives, with respect to the City, any immunity that would otherwise be available against such claims under the industrial insurance provisions of Title 51 RCW.

23.5 The provisions of this section shall survive expiration or earlier termination of this Lease.

23.6 All claims, judgements, damages, penalties, fines, costs, liabilities, and losses involving the release or presence of Hazardous Material shall be subject to this section, and not the indemnity and liability provisions of **Section 14**.

24. Licenses and Taxes.

24.1 Should Lessee's tax exemption status as set forth in **Section 1.14** change, Lessee shall be liable for, and shall pay throughout the term of this Lease, all license and excise fees and occupation taxes covering the business conducted on the Premises, and all taxes on personal property of the Lessee on the Premises and other impositions levied with respect to all personal property located at the Premises and any excise or other taxes on the leasehold interest created by this Lease, including without limitation Leasehold Excise Tax as set forth in **Section 1.14**; and in the event the State of Washington makes any demand upon the City for payment of leasehold excise taxes resulting from the Lessee's occupation of the Premises or withholds funds due to the City to enforce collection of leasehold excise taxes, the Lessee shall remit the sums due to the City within thirty (30) days of written invoice from the City.

24.2 Lessee, at its sole expense, shall contest such action and indemnify the City for all sums expended by, or withheld by the State from, the City in connection with such taxation.

24.3 Liens and Encumbrances. Lessee shall keep the Premises free and clear of, and shall indemnify, defend, and hold City harmless from, any and all, liens and encumbrances arising or growing out of any act or omission, or breach of this Lease or its use, improvement, or occupancy of the Premises by Lessee or any of its principals, officers, employees or agents or subtenants. If any lien is so filed against the Premises, Lessee shall either cause the same to be fully discharged and released of record within ten (10) business days after City's written demand therefor or, within such period, provide City with cash or other security acceptable to City in an amount equal to one and one-half (1½) times the amount of the claimed lien as security for its prompt removal. City shall have the right to disburse such security to cause the removal of the lien if City deems such necessary, in City's sole discretion.

24.4 Permits. Lessee, at no expense to the City, shall maintain any and all building permits, change of use permits, and/or certifications of occupancy from the City as may

be required and shall deliver a copy of the same to the City prior to any alterations.

25. Early Termination.

Either Party may unilaterally terminate this Lease in its sole discretion. The right to early terminate under this section may be exercised by either Party by giving the other Party written notice no less than twelve (12) months prior to the early termination date. Neither Party shall be subject to any obligation under this Lease to pay any termination penalties.

26. Signage.

The County shall obtain City's written consent, which shall not be unreasonably withheld, conditioned, or delayed, as to size, location, materials, method of attachment, and appearance, before installing any signs upon the Premises. The County shall install any approved signage at the County's sole cost and expense and in compliance with all applicable laws.

27. Self Help.

Notwithstanding anything to the contrary, if City fails to make and complete any maintenance or repair obligation of City within twenty four (24) hours of notice from the County with respect to any item of maintenance or repair that is reasonably deemed necessary to the County for its use of the Premises, or within thirty (30) days of notice from the County with respect to any other City maintenance or repair obligation, then the County shall be entitled to take such actions and make such repairs to the Premises, Buildings or property associated with the same, as the County may deem necessary to correct such interruption, and City shall reimburse the County for the actual costs of the same within thirty (30) days of receipt of an invoice.

28. Subordination, Nondisturbance, and Attornment.

This Lease shall be subordinate to all existing and future mortgages and/or deeds of trust on the Premises and the Building. The County agrees to subordinate this Lease to any future mortgage or deed of trust and to attorn to City's successor following any foreclosure, sale or transfer in lieu thereof, provided that the mortgagee, transferee, purchaser, City or beneficiary ("City's Successor") agrees in a written instrument in form and substance satisfactory to the County that the County's use or possession of the Premises shall not be disturbed, nor shall its obligations be enlarged or its rights be abridged hereunder by reason of any such transaction. Notwithstanding any foreclosure or sale under any mortgage or deed of trust (or transfer by deed in lieu thereof), this Lease shall remain in full force and effect.

29. Rules and Regulations. Reserved.

30. Estoppels and Other Certificates.

As a material inducement to the City to enter into this Lease, Lessee covenants that it shall, within ten (10) days of the receipt thereof, acknowledge and deliver to the City (a) any subordination or

non-disturbance or attornment agreement or other instrument that the City may require to carry out the provisions of this Agreement, and (b) any estoppel certificate requested by the City from time to time in the commercially reasonable standard form of the City or any mortgagee or beneficiary of such deed of trust certifying, to the extent such be true that (i) Lessee shall be in occupancy, (ii) this Lease is unmodified and in full force and effect, or if there has been any modification, that the same is in full force and effect as modified and stating the modification(s), (iii) Cash Rent and Additional Charges have been paid only through a certain specified date, (iv) Lessee has no offset, defense or claim against the City and (v) such other matters as the City may reasonably request. Lessee's failure to deliver an estoppel certificate within the ten (10) day period shall be deemed its confirmation of the accuracy of the information supplied by the City to the prospective lender or purchaser. Lessee acknowledges and agrees that the City and others will be relying and are entitled to rely on the statements contained in such estoppel certificates.

31. General.

- 31.1 Heirs and Assigns. This Lease shall apply to and be binding upon City and the County and their respective heirs, executors, administrators, successors and assigns.
- 31.2 Brokers' Fees. The County represents and warrants to City that it has not engaged any broker, finder or other person who would be entitled to any commission or fees for the negotiation, execution or delivery of this Lease and shall indemnify and hold harmless City against any loss, cost, liability or expense incurred by City as a result of any claim asserted by any such broker, finder or other person on the basis of any arrangements or agreements made or alleged to have been made by or on behalf of the County. City represents and warrants to the County that it has not engaged any broker, finder or other person who would be entitled to any commission or fees for the negotiation, execution or delivery of this Lease and shall indemnify and hold harmless the County against any loss, cost, liability or expense incurred by the County as a result of any claim asserted by any such broker, finder or other person on the basis of any arrangements or agreements made or alleged to have been made by or on behalf of City.
- 31.3 Entire Agreement. This Lease contains all of the covenants and agreements between City and the County relating to the Premises. No prior or contemporaneous agreements or understandings pertaining to the Lease shall be valid or of any force or effect and the covenants and agreements of this Lease shall not be altered, modified or amended except in writing, signed by authorized representatives of the City and the County.
- 31.4 Severability. Any provision of this Lease which shall prove to be invalid, void or illegal shall in no way affect, impair or invalidate any other provision of this Lease.
- 31.5 Force Majeure. Time periods for either party's performance under any provisions

of this Lease shall be extended for periods of time during which the party's performance is prevented due to circumstances beyond such party's control, including without limitation, fires, floods, earthquakes, lockouts, strikes, embargoes, governmental regulations, acts of God, public enemy, war or other strife.

31.6 Governing Law. This Lease shall be construed under and governed by all applicable laws of the United States of America and the State of Washington and the Charter and ordinances of the City of Seattle, as well as all rules and regulations of any such governmental entity. Any and all claims relating to this Agreement shall be governed by the substantive and procedural laws of the State of Washington, without giving effect to its conflicts of law or choice of law provisions. The sole and exclusive venue for any action arising from or related to this Easement shall be in the Superior Court of King County, Washington.

32. Addenda/Exhibits.

The following Exhibits are made a part of this Lease. The terms of any Addendum to Lease and the Exhibits shall control over any inconsistent provision in the sections of this Lease:

- Exhibit 1: Legal Description
- Exhibit 2: Depiction of Premises and Common Areas
- Exhibit 3: Cash Rent/Public Benefit Programs/Annual Reporting
- Exhibit 4: Parking Plan
- Exhibit 5: Maintenance Responsibilities List
- Exhibit 6: Lease Commencement Letter
- Addendum A: Services, Supplies and Utilities Agreement between King County and Neighborhood Health

33. Counterparts.

This Lease may be executed in counterparts, each of which shall constitute an original and all of which constitute but one original.

SIGNATURES FOLLOWING

IN WITNESS WHEREOF, the parties hereto have executed this agreement the day and year first above written.

City:

CITY OF SEATTLE, a municipal corporation

By: Andrew Lu

Name: Andrew Lu

Title: Chief Operating Officer

Date: 07/02/2025

The County:

KING COUNTY, a home rule charter county and political subdivision of the State of Washington

By: _____

Name: _____

Title: _____

Date: _____

APPROVED AS TO FORM:

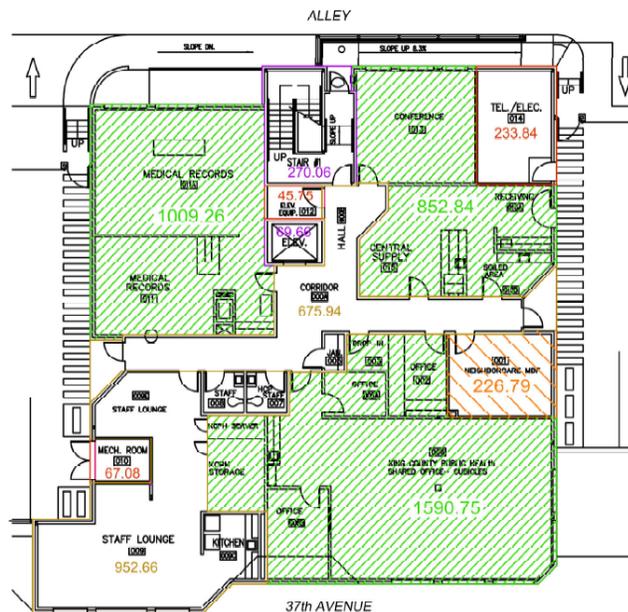
By: _____

Senior Deputy Prosecuting Attorney

LEASE AGREEMENT
EXHIBIT 1
Legal Description

Lots 14 through 26, inclusive, Block 21, Squire's Lakeside Addition to The City of Seattle, according to the plat thereof recorded in Volume 11 of Plats, Page 50, in King County Washington.

**LEASE AGREEMENT
EXHIBIT 2
Depiction of Premises**



Basement Floor

Building Summary

			Bldg USF	22964
	USF	RSF	Bldg Com	1211
KC Health	8034	9411	Floor Com	2725
Neighborcare	14930	17489	VP	1474
Bldg Total	22964	26900	Bldg Gross	28374



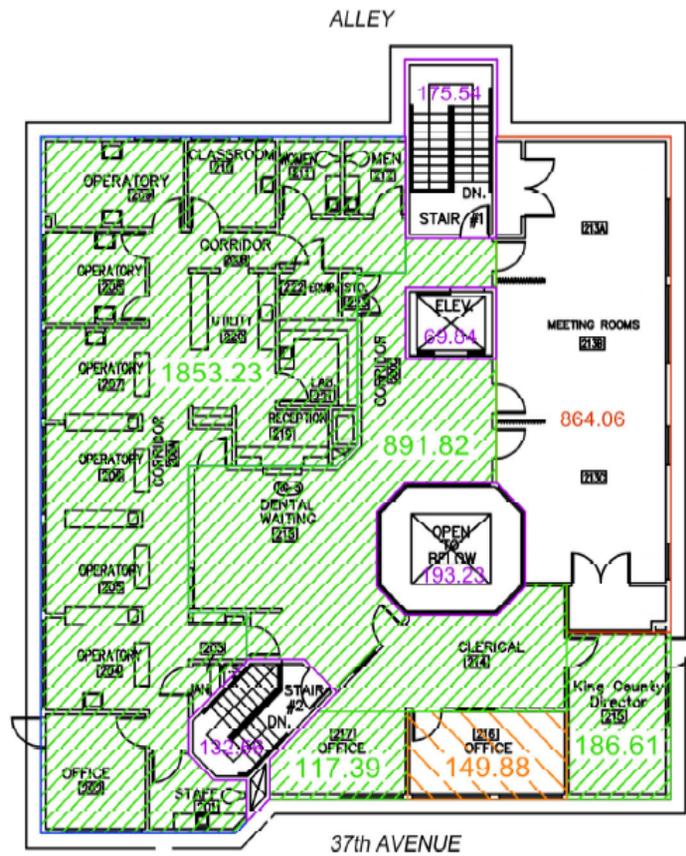
COLUMBIA CITY CENTER FOR HEALTH

BASEMENT & SECOND FLOOR
4407 37th Ave S

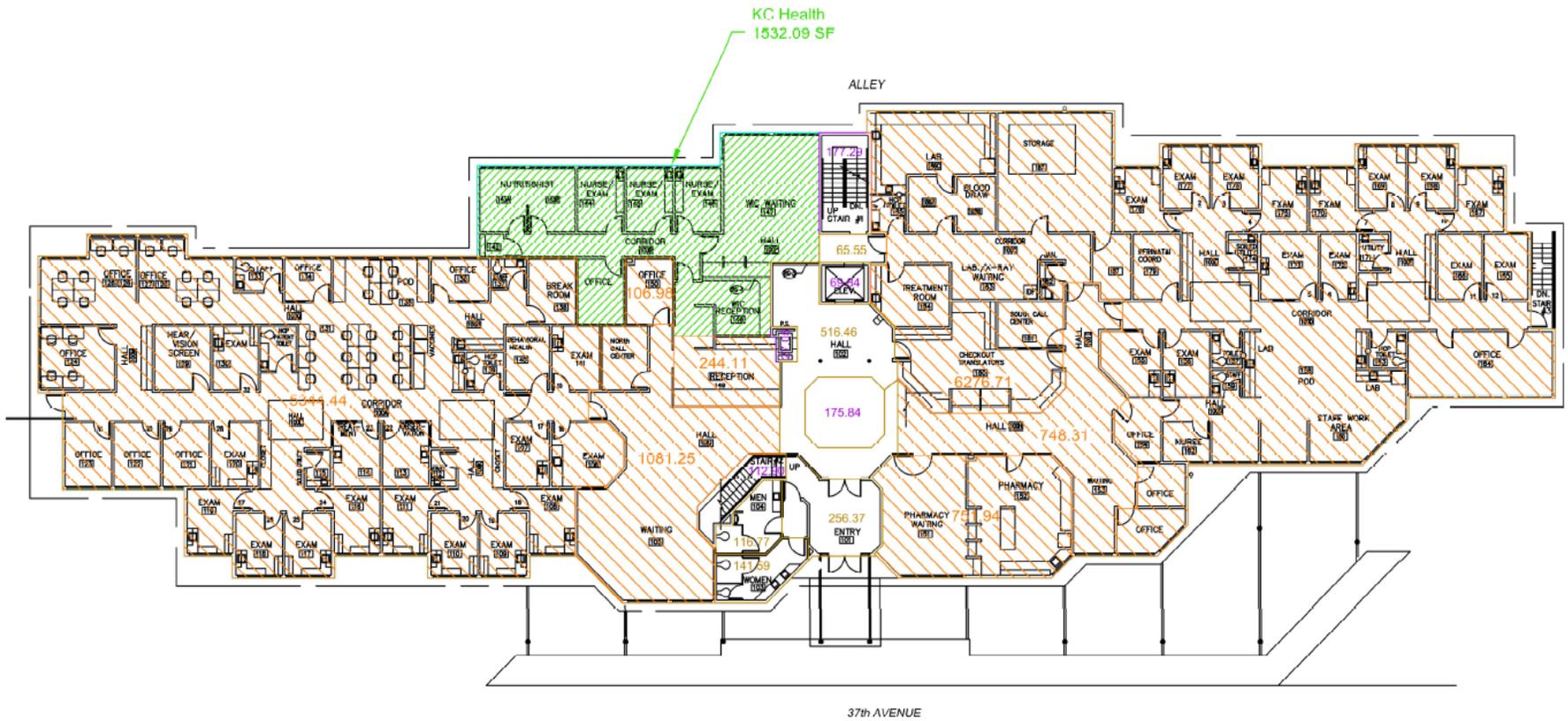
FAS - FACILITY OPERATIONS

OCT 30, 2024
SCALE: 1/20" = 1'-0"





2nd Floor



COLUMBIA CITY CENTER FOR HEALTH

FIRST FLOOR PLAN
4407 37th Ave S

FAS - FACILITY OPERATIONS

OCT 30, 2024
SCALE: 1/20" = 1'-0"



LEASE AGREEMENT

EXHIBIT 3

Cash Rent/Public Benefit Programs/Annual Reporting

Seattle Municipal Code 3.127.010(c) allows the Director of FAS to lease City-owned property in exchange for “legal tender of the United States of America or services rendered to or for the benefit of the City, or a combination thereof.” This exhibit demonstrates that the value of the services rendered by the Tenant (Public Benefit Rent) and Cash Rent is sufficient to cover the Market Rent of a similar facility, and establishes a process to update these values annually.

Definitions:

“Market Rent”: Market Rent is the current rental rate that a space would likely command in the open market, indicated by current rents paid for comparable buildings within the South Seattle submarket. within a given market. For the purposes of comparable space, the Building is considered a Class B medical space in the Seattle area.

“Annual Market Rent”: Rentable Square Footage for Premises multiplied by the Market Rent rates.

“Cash Rent”: Detailed in **Section 1.12**.

“Public Benefit Rent”: Calculated as the number of patients without insurance treated in the prior year at the Columbia City Center for Health by King County Public Health for Dental Services, Maternal Health Services or Nurse Family Partnership Services, multiplied by the annual Washington State Apple Health Medicaid Reimbursement rate for a Federally Qualified Healthcare Center.

Process:

Each year, upon the anniversary of the Commencement Date, the Public Benefit Rent calculation shall be updated for the prior year to ensure the Public Benefit Rent when combined with the Cash Rent, meets or exceeds the Market Rent. Market Rent shall be as shown in the table below. Cash Rent shall be as set forth in **Section 1.12**.

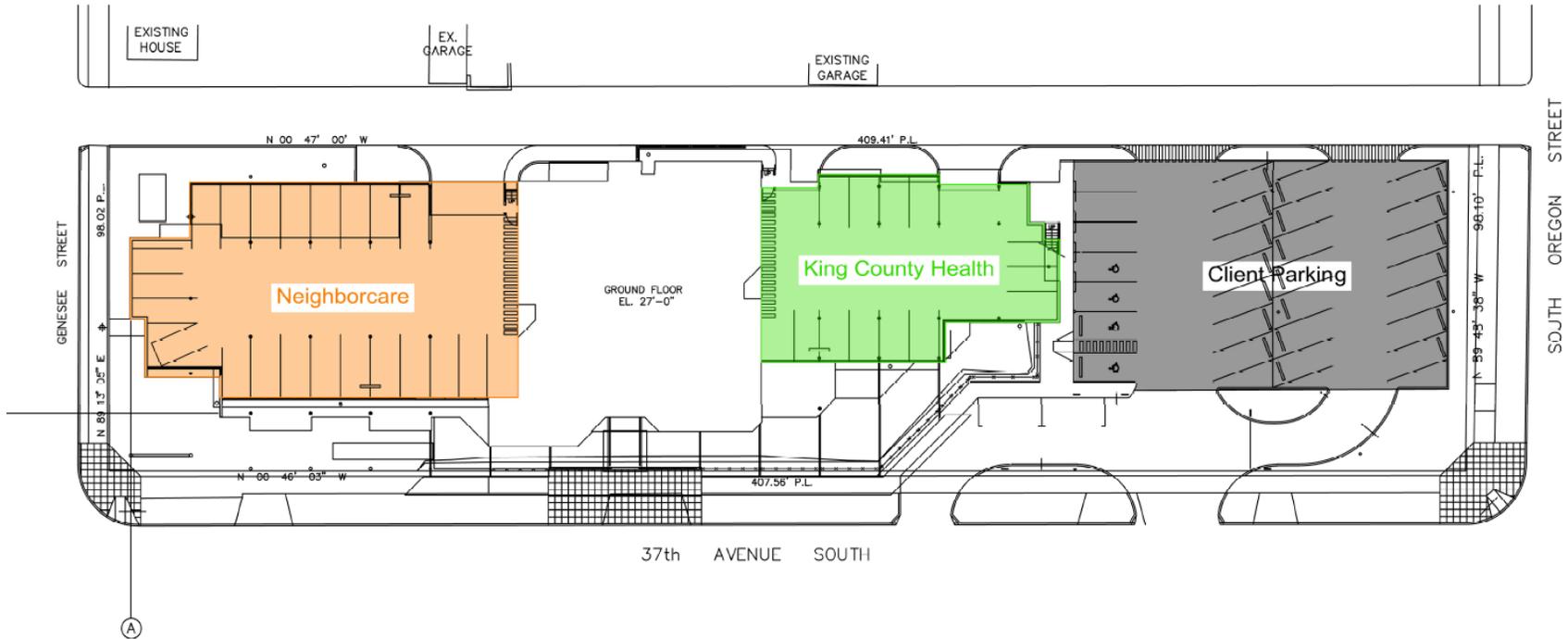
Year	Market Rent (\$/PSF)	Annual Market Rent (9,411 RSF)
Year 1	\$20.33	\$191,326
Year 2	\$20.94	\$197,066
Year 3	\$21.57	\$202,995
Year 4	\$22.22	\$209,112
Year 5	\$22.89	\$215,418

Reporting. Beginning on the first anniversary of the Commencement Date, and thereafter annually on each subsequent anniversary, Lessee shall submit to the City addressed to the Property Manager at Finance and Administrative Services (FAS) a report documenting Lessee's provision of Public Benefit Rent and community-supportive services in a form reasonably approved by the City that, at a minimum, includes the prior year count of patients without insurance treated on the Premises and the prior year Apple Health Medicaid Reimbursement Rate. The City reserves the right to share the report with other City departments upon request.

Inclusion and Non-discrimination in Services. In addition to the general nondiscrimination obligations under **Section 20** of the Lease, Lessee shall not deny an otherwise qualified individual any services or other benefits provided under this section on the grounds of race, color, sex, religion, national origin, creed, marital status, age, sexual orientation, gender identity, political ideology, ancestry, or the presence of any sensory, mental, or physical handicap.

Funding. There is no obligation under this Lease for the City to provide any additional public funds for Public Benefit Rent, for ongoing Lessee improvements, for maintenance required of Lessee under this Lease, for future development of the Premises, or for programming. Any lessee improvements or alterations to the Premises are subject to the limitations and requirements under **Section 11** of the Lease.

LEASE AGREEMENT
EXHIBIT 4
Parking Plan
Ground Level Under Building



COLUMBIA CITY CENTER FOR HEALTH

SITE PARKING PLAN
 4407 37th Ave S

FAS - FACILITY OPERATIONS

OCT 30, 2024
 SCALE: 1/30" = 1'-0"



LEASE AGREEMENT
EXHIBIT 5
Maintenance Responsibilities List
King County and City of Seattle

Maintenance and Repair Management Matrix

Columbia City Center for Health
(CCCH) 2025 Lease

Exterior	Landscaping Contract - yard work maintenance including irrigation operation	Lessee(s)
	Parking lot/driveway, speed bumps, striping	Lessee(s)
	Signs: speed, parking	Lessee(s)
	Sidewalks, stairs, railings and landings	Lessee(s)
	Exterior door, locks and hardware	Lessee(s)
	Exterior lighting	Lessee(s)
	Fence and gate repairs	Lessee(s)
	Security services - security guard and alarm response services	Lessee(s)
	ADA Access - Exterior	City
	Exterior wall surface repairs (painting year cycle)	City
	Pest control services	City
	Connect Lessee to City of Seattle Encampment Cleanup Services	City
	Roof (exterior surface access)	Roof inspection, replacement or repairs and cleaning
Skylight repairs or replacements		City
Gutters/downspouts repair/replacement		City
Gutters and downspouts cleaning and repairs		City
Site drainage		City
Interior - Tenant Premises and Common Areas	Flooring surfaces	Lessee(s)
	Interior wall surface repairs	Lessee(s)
	Ceiling repairs	Lessee(s)
	Door repair or replacement	Lessee(s)
	Door hardware and locks	Lessee(s)
	Window repair or replacement and blinds	Lessee(s)
	Window locks and hardware	Lessee(s)
	Keys (any change in locks must be approved by the City and provided a key)	Lessee(s)
	Painting interior	Lessee(s)
	Access controls and readers	Lessee(s)
	Stairs, landings and railings	Lessee(s)
	ADA - Interior	Lessee(s)
	Countertop repair or replacement	Lessee(s)
	Cabinet repairs or replacements	Lessee(s)
	Restroom accessories	Lessee(s)
	Art owned by Tenant - repair, maintenance and cleaning	Lessee(s)
	Art owned by City - repair, maintenance and cleaning	City

Maintenance and Repair Management Matrix

Columbia City Center for Health
(CCCH) 2025 Lease

Foundation repairs	All foundation repairs	City
	Seismic retrofits	City
	Structural issues	City
Existing utilities to and from the building: Gas, Electricity, Water and Sewer		City
Electrical	Replace and install lightbulbs	Lessee(s)
	Switches and outlet replacement or repairs	Lessee(s)
	Wiring: From Distribution Panels out	Lessee(s)
	Light fixture replacement and upgrades	Lessee(s)
	Appliances	Lessee(s)
	Wiring: Connection from Street to Building Switch Gear, Distribution to Main Panels	City
	Electrical panel and connection to meter. Circuit breaker replacement.	City
	Generator confidence testing and replacement or repairs	City
	Emergency lighting and testing	City
Plumbing	Backflow testing and repairs	City
	Hotwater tank repair or replacement - Building Service	City
	Storm and sanitary catch basins and drains	City
	Slow or clogged drains	Lessee(s)
	Drippy faucets	Lessee(s)
	Fixtures: toilets, sinks, showers repair or replacements	Lessee(s)
	Hotwater tank repair or replacement - Tenant Specific	Lessee(s)
	Drinking fountain	Lessee(s)
	Filter replacements	Lessee(s)
Heating and cooling systems	Primary HVAC Building systems maintenance contract	City
	HVAC: air handler, furnace, boiler, ducting, heating repairs	City
	Seasonal boiler shut down and start up	City
	service/common areas	City
	HVAC Lessee specific, installed to service Lessee	Lessee(s)
	Thermostats	Lessee(s)
	Furnace filter replacement- Lessee service systems	Lessee(s)
	Air Exhaust/Supply fans specific to Lessee space(s)	Lessee(s)

Maintenance and Repair Management Matrix

Columbia City Center for Health
(CCCH) 2025 Lease

Building Life Safety systems	Life safety system confidence testing: Fire Alarm, wet and dry sprinklers	City
	Fire alarm panel and controls maintenance	City
	Fire extinguishers recertification	City
Major equipment	Elevator repairs and service	City
	Dumbwaiter repairs and service	Lessee(s)
Other repairs or maintenance	Other improvements/alterations	Lessee, After Written Approval ³
	Garage, garage door and opener for Lessee Parking Area	Lessee(s)
	Security alarm systems and monitoring	Lessee(s)
	Structure and Subfloor repairs (unless damage caused by tenant)	City
	Graffiti	City
Additional Services	Janitorial	Lessee(s)
	Janitorial - Return air vent grill surface cleaning	Lessee(s)
	Utilities	Lessee(s)
	Carpet cleaning	Lessee(s)
	Window cleaning	Lessee(s)
	Snow removal	Lessee(s)

1. Lessee(s): Applies to all lessees in the Building. Lessees to agree separately on division of responsibilities and cost sharing for these items.

2. City: Applies to The City of Seattle

3. All repairs to be approved by the City and done by qualified (licensed, bonded and insured) contractors with the City listed as additionally insured and warranty and receipts forwarded and filed with City's Shops. Qualified contractors shall have the following designation(s): Plumbing - Journeyman; Electrical - Licensed 01; HVAC - Licensed Refrigeration & 07 Electrical, or successor designation, depending on industry standards and code requirements.

LEASE AGREEMENT
EXHIBIT 6
CONFIRMATION OF LEASE COMMENCEMENT DATE LETTER

CITY: CITY OF SEATTLE
 LESSEE: KING COUNTY
 LOCATION: SOUTHEAST SEATTLE HEALTH CLINIC
 DATE: _____

This Confirmation of Lease Commencement Date Letter is in connection with the Lease Agreement dated _____ between City of Seattle, a Washington State municipal corporation ("City") and King County, a home rule charter county and political subdivision of the State of Washington, ("Lessee").

In accordance with the terms of the Lease, the Parties wish to confirm the following:

Lease Commencement Date: _____
 Lease Expiration Date: _____
 Lease Term: 5 years
 Options To Extend: Right of First Refusal for up to Five 2-year options

Base Rent:

Lease Months	Dates	Monthly Rent

ACKNOWLEDGEMENTS:

CITY By: _____ Name: _____ Date: _____	LESSEE By: _____ Name: _____ Date: _____
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LEASE AGREEMENT
ADDENDUM A

King County Public Health and Neighborcare Health

Neighborcare Health and Public Health – Seattle & King County
Columbia City Center for Health
Services, Supplies and Utilities Agreement

Whereas, Neighborcare Health and Public Health – Seattle and King County occupy the same facility at 4400 37th Avenue South, Seattle, WA 98118 and provide services to the community,

Whereas, Neighborcare Health and Public Health – Seattle and King County seek to have certain facilities services provided at the site to support their collective and individual activities therein,

It is therefore resolved that these services shall be provided by the occupying agencies and the associated Operating Expenses incurred for the site shall be split between these agencies based on each agency's pro rata share of the space as outlined below, with the sole exception of any services used exclusively by the individual agency.

The following shall be provided by *Neighborcare Health*:

Janitorial Supplies and Services, Security Guard Services, Security Alarm Monitoring and Response, Yard Services, Floor Cleaning Maintenance and Compost services.

The following shall be provided by *Public Health – Seattle and King County*:

Water, Sewer, Electricity, Trash and Recycling Disposal Services.

Effective July 1, 2019, Neighborcare Health space totaled 17,744 square feet and Public Health space totaled 9,156 square feet for a total tenant space of 26,900 square feet with an additional 5,308 square feet of common area. The shared expense split will be 66% for Neighborcare and 34% for Public Health as shown on Exhibit 1.

Building Operating Expenses for 2019 are estimated to be \$7.00 a square foot. This amount will be adjusted annually based on actual costs.

Costs will be reconciled twice a year. The first accounting period will include costs incurred January through June, the second accounting period will include costs incurred July through December. The amount over or short for each accounting period will be credited where the adjustment is necessary. This reconciliation and any resulting payment due the other agency will take place within the first 60 days following each accounting period.

If either agency wishes to question any accounting period statement relating to Operating Expenses (or subsequent correction of such statement), the requesting agency will have (30) days after receipt of such statement to request inspection and an additional 30 days to complete their review.

This agreement will end when either agency terminates their lease, vacates the premises and no longer provides services from the described facility, so long as the vacating agency provides the other agency with at least 90 days written notice. All charges relating to the occupation and/or departure of vacating agency shall be reconciled and paid no later than ninety (90) days after vacating the facility.

velope ID: 64B6A805-AEAF-4340-AA1E-874952AE14AD

NeighborCare Health

Sign: *Rashad A. Collins*
Rashad A. Collins (Oct 14, 2022 14:27 PDT)

Print: Rashad A. Collins

Title: Chief Executive Officer

Date: Oct 14, 2022

Public Health Seattle and King County

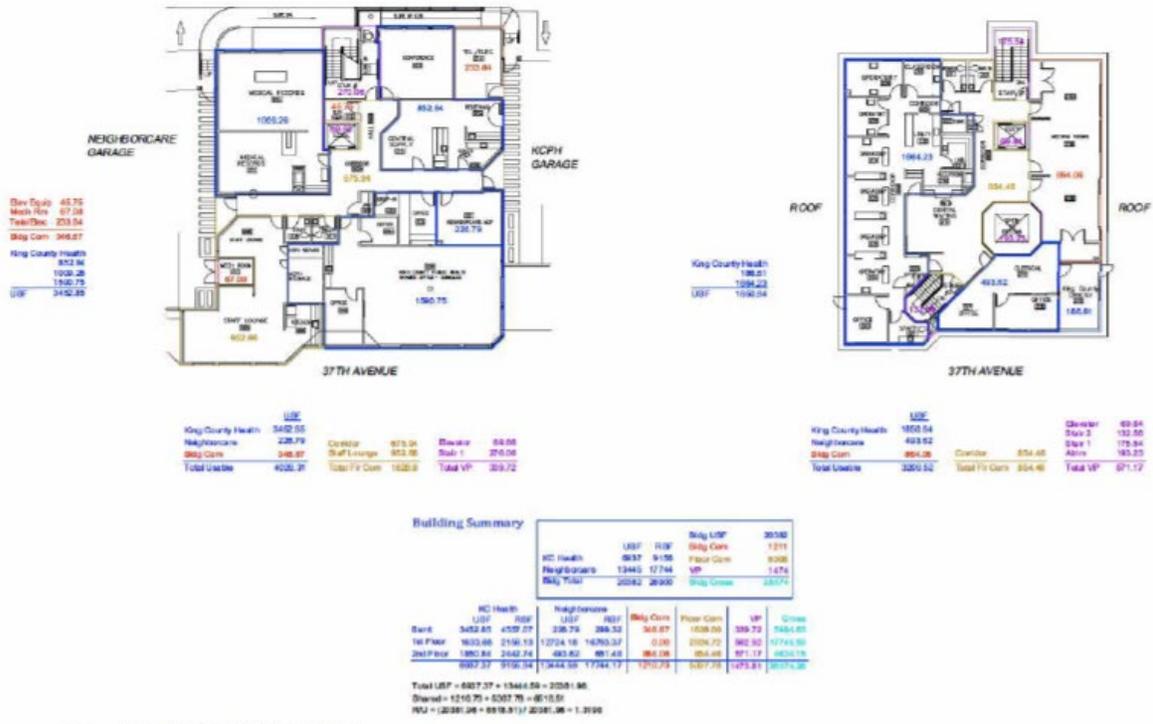
Sign: *Maria Wood*
Maria Wood (Oct 6, 2022 10:07 AM)

Print: Maria Wood

Title: Deputy Director, Admin Division - DPH

Date: 10/6/2022

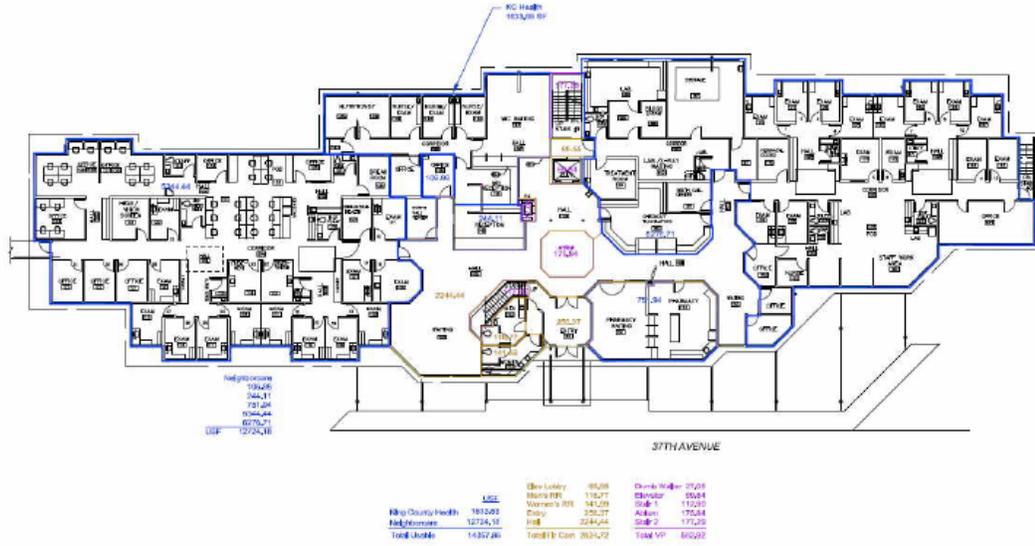
Exhibit 1 - City of Seattle Columbia Center for Health Space Allocation



SOUTHEAST HEALTH CLINIC
 BASEMENT & SECOND FLOOR
 4407 37TH Ave S

FAS - FACILITY OPERATIONS
 APRIL 27, 2020
 SCALE: 1/32" = 1'-0"





SOUTHEAST HEALTH CLINIC
 MAIN FLOOR
 4407 37TH Ave S

FAS - FACILITY OPERATIONS
 APRIL 27, 2020
 SCALE: 1/32" = 1'-0"





King County

Shannon Braddock
King County Executive

401 Fifth Avenue, Suite 800
Seattle, WA 98104

206-296-9600 Fax 206-296-0194

TTY Relay: 711

www.kingcounty.gov

November 21, 2025

The Honorable Girmay Zahilay
Chair, King County Council
Room 1200
C O U R T H O U S E

Dear Councilmember Zahilay:

This letter transmits a proposed Ordinance that would, if enacted, enable King County to enter into a new lease at an existing location for Public Health – Seattle & King County (PHSKC), with the City of Seattle for space located at 4400 37th Avenue S, Seattle.

This facility houses the PHSKC and King County programs that provide services such as, Special Supplemental Nutrition program for Women Infants and Children, Maternity Support, Infant Case Management, Nurse Family Partnership, and dental services. Also housed at the location are enrollment services for the Access and Outreach program, with a primary mission is to provide services to communities in need by having high visibility and easy access. Issuing of this lease supports the provision of King County operations and services.

This transaction is recommended per the rationale and considerations provided in the attached property summary.

Thank you for your consideration of this proposed Ordinance.

If your staff have any questions, contact Lisa Pearson, Director, Facilities Management Division at 206-263-9238.

The Honorable Girmay Zahilay

November 21, 2025

Page 2

Sincerely,

A handwritten signature in black ink that reads "Shannon Braddock". The signature is written in a cursive, somewhat stylized font.

Shannon Braddock
King County Executive

cc: King County Councilmembers

ATTN: Stephanie Cirkovich, Chief of Staff, King County Council

Melani Hay, Clerk of the Council

Stephanie Pure, Council Relations Director, Office of the Executive

Lorraine Patterson-Harris, County Administrative Officer, Department of Executive Services (DES)

Lisa Pearson, Director, Facilities Management Division (FMD), DES

Julie Ockerman, Manager, Real Estate Services, FMD, DES

KING COUNTY FISCAL NOTE - Property Leases and Sales

GENERAL TRANSACTION INFORMATION

Ordinance/Motion:									
Title:	Columbia City Center for Health				Transaction Duration:	Five Years			
Affected Agency/Agencies:	Public Health – Seattle & King County (PHSKC)				Fair Market Value:	NA			
Note Prepared By:	Sandy Ou / Steven Tease	Date Prepared:	8/1/2025		Legal Transaction Fiscal Transaction	Lease Agreement Stand Alone			
Note Reviewed By:		Date Reviewed:							
Description of Request:	PHSKC - Columbia City Center for Health Lease								

FINANCIAL IMPACTS

Part 1 - Net Present Value Analysis Results

Net Present Value to King County (all impacts): ***	NA	Net Present Value to Primary Impacted Agency (customer of transaction): ***	NA
--	----	--	----

Part 2 - Revenue and Expenditure Impacts

As of the preparation date of this fiscal note, the impact of the above legislation on the financial affairs of King County is *estimated* to be as indicated below:

Revenue to: ^{2,3,5}

Appropriation Unit	Appr. Number	Department	Fund Number	Project Number	Revenue Account Code and Source/Description	Sum of Revenues Prior to 2025	2025	2026 / 2027	2028 / 2029	2030 / 2031
				0		\$ -	\$ -	\$ -	\$ -	\$ -
				0		\$ -	\$ -	\$ -	\$ -	\$ -
				0		\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL						\$ -	\$ -	\$ -	\$ -	\$ -

Expenditures from: ^{2,3,4,5}

Appropriation Unit/Expenditure Type	Appr. Number	Department	Fund Number	Project Number	Expenditure Notes	Sum of Expenditures Prior to 2025	2025	2026 / 2027	2028 / 2029	2030 / 2031
Real Estate Services Labor Costs						\$ -	\$ -	\$ -	\$ -	\$ -
King County Project Management						\$ -	\$ -	\$ -	\$ -	\$ -
Lease Payments/Associated O&M					Rent - fixed three percent annual increases base on 2025 rent OPEX - estimate three percent annual increase base on 2024 actual expense	\$ -	\$ -	\$ 467,312	\$ 538,940	\$ 571,761
Service Costs (Appraisal, Title, Move)						\$ -	\$ -	\$ -	\$ -	\$ -
Tenant and Other Improvements						\$ -	\$ -	\$ -	\$ -	\$ -
10% Art for General Fund Transactions						\$ -	\$ -	\$ -	\$ -	\$ -
Other Transaction Costs						\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTAL						\$ -	\$ -	\$ 467,312	\$ 538,940	\$ 571,761
Real Estate Services Labor Costs						\$ -	\$ -	\$ -	\$ -	\$ -
King County Project Management						\$ -	\$ -	\$ -	\$ -	\$ -
Lease Payments/Associated O&M						\$ -	\$ -	\$ -	\$ -	\$ -
Service Costs (Appraisal, Title, Move)						\$ -	\$ -	\$ -	\$ -	\$ -
Tenant and Other Improvements						\$ -	\$ -	\$ -	\$ -	\$ -
10% Art for General Fund Transactions						\$ -	\$ -	\$ -	\$ -	\$ -
Other Transaction Costs						\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTAL						\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL						\$ -	\$ -	\$ 467,312	\$ 538,940	\$ 571,761

APPROPRIATION IMPACTS

As of the preparation date of this fiscal note, the impact of the above legislation on the budget appropriation of King County is *estimated* to be as indicated below: ¹

Appropriation Unit	Appr. Number	Department	Fund Number	Project Number	Appropriation Notes	2025 Allocation Change	2026 / 2027 Appropriation Change	Total 6-Year CIP Outyear Planning Level
					0	\$ -	\$ -	\$ -
						\$ -	\$ -	\$ -
						\$ -	\$ -	\$ -
TOTAL						\$ -	\$ -	\$ -

Assumption and Additional Notes:

*** 0

1. If the expenditure impact equals or exceeds five percent of the fund expenditures, a copy of the most recent applicable appropriation unit financial plan is attached to this transmittal.
2. The sum of outyear impacts is provided for capital projects and agreements. This sum for revenue and expenditures includes all revenues/expenditures for the duration of the lease/other agreement or life of the capital investment.
3. This transaction does not require the use of fund balance or reallocated grant funding.
4. The transaction is not backed by new revenue.
5. A detailed explanation of how the revenue/expenditure impacts were developed is provided below, including major assumptions made in developing the values presented in the fiscal note and other supporting data:
 - This lease agreement will replace the existing lease, LH1185.
 - The base rent will be increased by three percent annually.
 - The agreement will have a five year term, plus options for 10 additional years until 2041.

Lease Property Summary

Photo of Property



Property Owner:	City of Seattle
Address:	4400 37th Avenue S, Seattle, WA
Cost Per Sq. Ft.:	Approximately \$1.02 per month
Operational Costs:	Approximately \$1.15 per month
Term:	Five years
Square Footage:	9,411 square feet
Template:	City of Seattle
Council District:	Two
Funding Source:	Women, Infant, and Children (WIC) indirect federal grant, patient generated revenue (fee-for-service), Harborview mission support payment, and Best Start for Kids (BSK)
Previous Location:	N/A, new lease at an existing location
Offer Expiration:	N/A, the City of Seattle has authorized month-to-month rent with no additional costs, known as holdover, until a new lease is in place

Lease Synopsis:

The lease encompasses the property known as the Columbia City Center for Health which is currently used by Public Health – Seattle & King County (PHSKC) to provide services such as, Special Supplemental Nutrition Program for Women, Infants, and Children (WIC), First Steps - Maternity Support Services (MSS), Infant Case Management (ICM), Nurse Family

Partnership (NFP), and dental services. Also, housed at the location are enrollment services for the Access and Outreach program, with a primary mission to provide services to communities in need by having high visibility and easy access to the residents of Columbia City and the surrounding communities. The property is located near King County Metro transit services and the Sound Transit Columbia City light rail station. The lease includes the exclusive use of 9,411 square feet, that includes a public counter with a waiting area, dental clinic, consultation rooms, and workstations.

Context

Rationale for transaction: This new lease agreement is for an existing location which maintains PHSKC's long-standing presence at this facility since 1988. The Columbia City Center for Health was jointly developed in 1988 by the City of Seattle and the County, and is owned by the City, which does not intend to sell the building in the near future. The prior lease began on July 1, 2019, and ended on June 30, 2024, and has no additional rental costs, known as holdover, until a new lease is in place. The landlord, City of Seattle, is requiring new leases of all tenants to reflect changes in space allocation, parking allocations, and to update standard lease provisions. The facility provides a centralized location, by the major road intersection of Rainier Avenue South and South Genessee Street in south Seattle. The execution of this lease strengthens PHSKC's mission to provide public health services to communities in need by offering easy access to members of the community.

Policy considerations: This lease agreement supports PHSKC's mission to provide health services to the south Seattle community.

Political considerations: This lease supports PHSKC's mission to provide health care services to marginalized, low-income, and underserved populations in King County.

Community considerations or partnerships: This agreement allows for PHSKC to continue its longstanding presence in the Columbia City neighborhood in order to provide essential health services and meet the needs of the local community.

Fiscal considerations: The annual cost to lease the facility for 2026/2027 will be approximately \$467,312, which includes base rent and estimated operating expenses. Base rent is significantly below fair market value, as it is a combination of cash rent and Public Benefit Rent, often referred to as in-kind rent, which is defined in the lease and described in detail in Exhibit 3. Public Benefit Rent will be based on services provided per uninsured patient, valued using the prior year Apple Health Medicaid Reimbursement Rate. Operating expenses are reconciled each year once the previous year's results are known. The 2026 operating expenses are estimated based on actual 2024 expenses plus a three percent annual inflation escalator. There are no additional tenant improvements anticipated at this time. The lease is funded by a combination of a Women, Infant, and Children (WIC) indirect federal grant, patient generated revenue (fee-for-service), hospital levy tax, and Best Start for Kids (BSK) funding.

Other considerations: N/A

CIP/operational impacts: This location provides easy access to major roads and highways. Operating expenses are limited to monthly costs of the rent and shared common area maintenance. There are no other anticipated operational expenses.

King County Strategic Plan impact: N/A

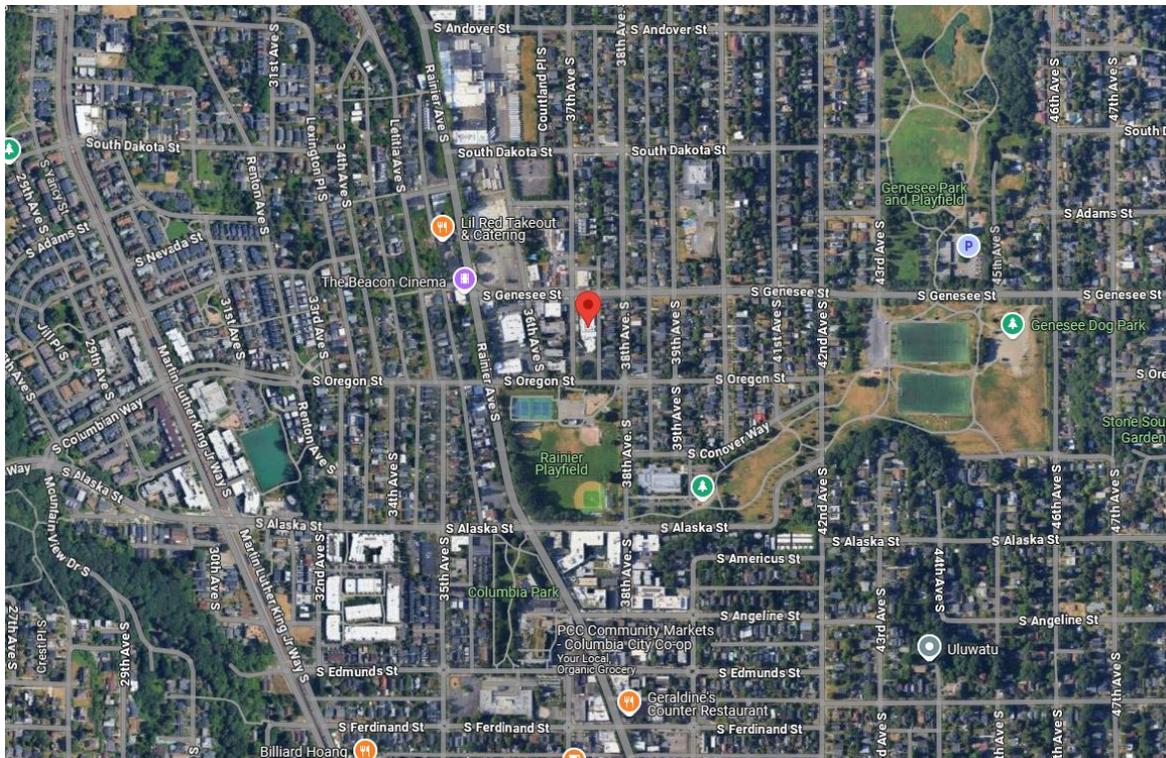
Equity and Social Justice impact: In accordance with Real Property Asset Management Plan (RAMP) policies, the Facilities Management Division (FMD) and PHSKC have reviewed this proposed legislation for Equity and Social Justice (ESJ) impacts. PHSKC will be able to continue to provide health care services to marginalized, low-income, and underserved populations at this location.

Energy Efficiency impact: n/a

Lease Alternatives Analysis

Summary: This public health center has served the south Seattle community continuously since it was jointly developed by the City of Seattle and the County in 1988. The new lease would allow PHSKC to continue to serve its mission in this area of the County.

Vicinity View Map



Parcel Map





King County

**Metropolitan King County Council
Budget and Fiscal Management Committee**

STAFF REPORT

Agenda Item:	8	Name:	Brandi Paribello
Proposed No.:	2025-0270	Date:	February 25, 2026

SUBJECT

Proposed Ordinance 2025-0270 would adopt the King County Real Property Asset Management Plan (RAMP) for the 2025-2029 period pursuant to King County Code.

SUMMARY

The Real Property Asset Management Plan (RAMP) is a policy guidance document for the management of King County real property assets for which the Facilities Management Division (FMD) is responsible. The document includes space standards, current and future space needs, and serves as a policy framework for county facility development and management.

BACKGROUND

King County Code previously required that the RAMP be adopted concurrently with the King County Comprehensive Plan. In 2016, the King County Council adopted Ordinance 18428 (the RAMP) which included an amendment that decoupled future RAMPs from the Comprehensive Plan. The most recent RAMP was adopted by Council on March 10, 2020, the day before the Washington State Governor issued state-wide shelter in place order in response to the COVID-19 pandemic.

In 2021, the Executive launched the Future of Work (FOW) initiative, asking agencies to start developing plans for what work could look like in a post-pandemic world. After the Governor rescinded all COVID emergency proclamations in 2022, agencies continued to develop FOW plans, and the due date of the next RAMP was amended from September 1, 2023, to September 1, 2025¹.

In August 2024, the Executive announced a Return to Office (RTO) plan for the Executive branch and FMD, in partnership with the Executive’s Office, contracted with a

¹ [Ordinance 19667](#)

consultant to help agencies review current space and space needs under RTO. County agencies are still in the process of revising and implementing FOW/RTO plans.

The 2025 RAMP was transmitted by the Executive as Proposed Ordinance 2025-0270 on September 1, 2025. It includes six main sections: 1) Facilities Management Division’s Approach to Real Property Asset Management; 2) Status of 2019 Policy Implementation Strategies; 3) Current Building Occupancy, Relocations and Reconfigurations; 4) New and Expanding Lines of Business; 5) Long-Term Facility Planning Initiatives; and 6) RAMP Policies.

ANALYSIS

The information below summarizes each of the six sections of the proposed RAMP, including a discussion of any changes from the 2019 document.

FMD Approach to Asset Management. The 2025 RAMP discusses the eight sections housed under FMD and their duties as they relate to management of County properties. It also summarizes the long-term goals of the department. They include:

- Climate, Equity, and Social Justice – Climate, Equity, and Social Justice and King County Values are exemplified in FMD’s people, practices, policies, and decision making.
- Customer Experience – FMD focuses on the customer and anticipates their needs.
- Operational Excellence – FMD embodies Best Run Government by continuously focusing on innovation and operating efficiently and effectively.
- Financial Stewardship – FMD advances a healthy, resilient, and sustainable future through stewardship of County financial resources.
- Employee Development – FMD employees are trusted, respected, engaged, and empowered to perform well and grow their professional skills. FMD works to create an environment of trust across the organization.

Status of 2019 Policy Implementation Strategies. The 2019 RAMP proposed seven “Policy Implementation Strategies” or initiatives to address issues and meet policy objectives presented in that document. The 2025 RAMP provides an update on these strategies including the status of each project and work completed to date. These updates are summarized in Table 1.

Table 1: Updates on 2019 RAMP Policy Implementation Strategies

No.	Implementation Strategy	Current Status and Work Completed to Date
1	Proposal to Develop Countywide Office Space Standards	Paused The proposed Countywide Office Space Standards included in the 2019 RAMP became obsolete during the COVID-19 pandemic and resulting changes to in-office work.

No.	Implementation Strategy	Current Status and Work Completed to Date
2	Inadequacies in General Government Facilities Major Maintenance Funding	<p>FMD is working to establish a Strategic Asset Management Program that will allow FMD to better track and schedule routine and preventative maintenance with a goal of reducing emergency projects and repairs.</p> <p>The adopted 2026-2027 Biennial Budget added appropriation authority for a program manager for a new Asset Management program.</p>
3	Proposed Restructuring of General Government Occupancy Charges	<p>The adopted streamlined rate structure has been used in several budget cycles since adoption.</p> <p>New streamlined rate structure was proposed as part of 2017/2018 Budget Development and adopted by Council.</p>
4	Developing Integrated Asset Management Tools	<p>During the COVID-19 pandemic, FMD activated the force majeure clause to cancel the previous contract for an asset management system as it would not be able to meet FMD's needs. Work on a new system is in progress.</p> <p>In June 2023, FMD entered a contract with CoStar to manage King County's leasing needs.</p> <p>FMD is working with KCIT to issue a request for proposals (RFP) for a new space planning system. The RFP is expected to go out in the third quarter of 2025 and implementation in the first quarter of 2026.</p>
4	Transitioning King Street Center to County Ownership and Operation	<p>This project was completed and closed out in 2019 RAMP.</p>
5	Managing County Parking Facilities	<p>King Street Center: Transition of ownership in 2017. In 2026, the KSC garage will be upgrading the parking access and revenue control system (PARCS).</p> <p>CFJC: opened in 2021 and began offering paid public and employee parking in 2023.</p> <p>Goat Hill: recently upgraded its PARCS system to allow for license plate recognition access and cloud-based continued validation. In the next four years, FMD plans to resurface the roof level, as well as propose an increase to both employee and public parking rates to better align with market rates.</p> <p>MRJC: A restriping project was completed in 2019, relocating ADA parking stalls from the ground floor to the main entrance floor. In 2025, a resurfacing project for the third level roof parking lot was completed.</p>

No.	Implementation Strategy	Current Status and Work Completed to Date
6	Environmental Sustainability for King County-Owned and Leased Buildings	<p>Sustainability strategies and practices are ongoing, including assessment of facilities with highest energy use, resource reporting and analysis.</p> <p>Continue with the following:</p> <ul style="list-style-type: none"> • Upgrading and expanding Electric Vehicle Charging Infrastructure • Establishing Energy Districts in support of decarbonizing County facilities and meeting efficiency and emissions targets. • Conducting energy audits. • Streamlining waste collection.

Current Building Occupancy, Relocations, and Configurations. Since 2019, there have been significant changes to building occupancy, relocations, and configurations due to the COVID-19 pandemic and Future of Work initiative. The changes included three major components:

- Administration Building Closure: Relocating all tenants and services from the Administration Building to new locations and updating building settings to minimum standards for safety and security to reduce operating and major maintenance expenses.
- Department Relocations: Vacating and consolidating office space in multiple downtown locations to reduce leased office space commitments and creating space for agencies relocating from the Administration Building.
- Combined Customer Service Center: Consolidating King County customer-facing services from multiple locations to one centralized location.

Office space consolidations began in December 2020; the King County Customer Service Center opened to the public at King Street Center in April 2023; and the final tenant (FMD) was relocated from the Administration Building in September 2024. In total the changes included 42 individual projects or relocations and impacted over 4,700 employees.

The table below provides space use information on County-owned space².

Table 2: County-Owned and Leased Space Use

County Owned	Use Information as of 2025
Administration Building	<ul style="list-style-type: none"> • Mothballed – 96% • Storage – 3% • Other use – 1%

² Executive staff indicate this information was taken directly from software that tracks building use.

Chinook Building	<ul style="list-style-type: none"> • The Office of the Executive (EXEC) – 10% • King County’s Department of Information Technology (KCIT) – 19% • Office of Performance Strategy and Budget (PSB) – 4% • Business Resource Center (BRC) – 2% • Department of Community and Health Services (DCHS) – 19% • Department of Public Health Seattle-King County (PHSKC) – 29% • Department of Human Resources (DHR) – 5% • Department of Executive Services Director’s Office (DES) – 2% • Office of Labor Relations (OLR) – 1% • FMD – 9%
King County Courthouse	<ul style="list-style-type: none"> • Superior Court (SUPCT) – 37% • King County Sheriff’s Office (KCSO), KCSO’s Automated Fingerprint Identification System (AFIS) – 12% • King County Council – 9% • Department of Adult and Juvenile Division (DAJD) – 11% • District Court (DC) – 7% • Department of Judicial Administration (DJA) – 7% • Inquest Program - <1% • Department of Public Defense (DPD) - <1% • Prosecuting Attorney’s Office (PAO) – 15% • Jury Assembly – 2%
King Street Center	<ul style="list-style-type: none"> • Department of Local Services (DLS) – 1% • Fleet Services Division (FSD) – 1% • Finance and Business Operations Division (FBOD) – 8% • Assessor – 8% • DNRP – 15% • King County Metro (Transit) – 38% • Office of Economic and Financial Analysis (OEFA) - <1% • Roads Services Division (Roads) – 9% • Office of Risk Management Services (ORMS) – 1% • Records and Licensing Services (RALS) –

	<ul style="list-style-type: none"> 4% • Department of Human Resources (DHR) – 6% • KCIT – 6% • Public Counter – 3%
Yesler Building	<ul style="list-style-type: none"> • Department of Adult and Juvenile Detention (DAJD) – 27% • King County Regional Housing Authority (leased space) – 13% • Mothballed – 56% • KCIT – 1% • Law Library – 3%
Maleng Regional Justice Center	<ul style="list-style-type: none"> • Department of Adult and Juvenile Detention (DAJD) - <1% • King County Superior Court – 55% • King County District Court – 16% • Department of Judicial Administration (DJA) – 10% • King County Sheriff's Office (KCSO) – 1% • Prosecuting Attorney's Office – 12% • FMD – 3% • Jury Assembly – 3%
Kent Valley Professional Center (New Since 2019)	<ul style="list-style-type: none"> • Department of Public Defense – 39% • King County Councilmember – 4% • Non-County tenants – Multiple – 33% • Vacant – 24%
Blackriver Building	<ul style="list-style-type: none"> • King County Sheriff's Office (KCSO) Criminal Investigation Division (CID) – 41% • Automated Fingerprint Identification System (AFIS) – 32% • KCSO Photo Lab – 3% • Assessor's Office – 17% • Other – 7%
Dexter Horton (New Since 2019)	<ul style="list-style-type: none"> • Department of Public Defense (DPD) – 31% • Ombuds & OLEO – 2% • Non-County tenants – Multiple – 20% • Vacant – 47%
Judge Patricia H. Clark Children and Family Justice Center (CCFJC)	<ul style="list-style-type: none"> • Department of Adult and Juvenile Detention (DAJD) - 53% • King County Superior Court – 32% • Department of Judicial Administration (DJA) –

	3% <ul style="list-style-type: none"> • Prosecuting Attorney's Office – 4% • FMD – 4% • Department of Public Defense – 1% • Other – 3%
Leased	Use Information as of 2025
WorkSource - Tukwila	DCHS
Vets – Parkwest Commons	DCHS
Vashon DLS	DLS
Skyway Resource Center	DLS, DPH
Jefferson Building	DPD
Ninth & Jefferson Building	DPD, FMD, Harborview
Meeker Law Building	DPD ACA
SeaTac Village Shopping Center	DPH
Environmental Health North Cr.	DPH
Columbia Center	PAO
PAO Family Support	PAO
Cedar Hills Trailer	SWD
Pennon Building	KCSO, Transit
KCSO Office, Parking, Storage	KCSO
Graybar Building	FMD, FBOD, KCIT, Transit
Interbay Office Warehouse WTD	WTD

New and Expanding Lines of Business. Since 2020, FMD has acquired 22 new facilities to support various County functions and initiatives, including Health Through Housing (HTH), Crisis Care Initiative, and the Harborview Bond Project, among others. The table on page 42 of the RAMP lists all these acquisitions including addresses, the year each was acquired, and the use for each.

Harbor Island Studios. Included in this section is a discussion of the transformation of this warehouse space into a film production studio. In the 2026-2027 adopted Biennial Budget³, the Council made the decision to remove funding for this project to use the General Fund dollars for other priorities. Council may wish to amend this section of the RAMP to remove the reference to the film production studio.

Long-Term Facility Planning Initiatives. The 2025 RAMP includes a discussion of how FMD will factor space consolidation, Future of Work, and Return to Office initiatives into its planning. The document states that FMD worked with a consultant to document agencies' current workstation capacity and gain an understanding of agency requirements to meet the Executive's Return to Work direction. Additionally, the document states FMD will continue to work with agency partners to review space plans and help maximize use of current space to meet the three-day-per-week goal.

Updates to 2019 Planning Initiatives. The RAMP provides a table that summarizes the updates to the 2019 long-term planning initiatives on pages 44 through 48. Below are updates to initiatives of note:

³ [Ordinance 20023](#)

- Civic Campus Master Plan Scoping and Methodology Proposal: Work on this initiative was essentially paused due to the ever-changing nature of space use during the pandemic. The 2026-2027 Biennial Budget included resources to establish a Civic Campus Stewardship Committee which will facilitate the development and implementation of a Civic Campus Master Plan.
- Harborview Campus Infrastructure Improvements: The project includes 1) construction of a new multi-story medical tower; 2) renovation of essential services currently located in older hospital spaces, and 3) expansion of County spaces located in older hospital facilities. There is an online dashboard that shares progress and the Executive provides monthly status reports to Council.

New Planning Initiatives. The table below provides a highlight of each new initiative for 2025 through 2029.

Table 3: Summary of 2025 RAMP Planning Initiatives

No.	2025 Planning Initiative	Work To Be Completed
1	Downtown Security Planning	<p>Securing elevators in office buildings require badge access for employee-only floors and work areas.</p> <p>Increasing security officer training and staffing.</p> <p>Centralization of first aid kits and AED stations, managed by FMD and supported by a vendor.</p> <p>Enhanced security at the Downtown Public Health Center and other Public Health Clinics through new entryways, additional security cameras, duress button installation, window shades, and alarm systems.</p> <p>Installation of shatter resistant window film in identified downtown locations.</p> <p>Other projects.</p>
2	Health Through Housing	Completion of capital improvements to various HTH buildings.
3	Crisis Care Centers	FMD is actively working with DCHS to identify and acquire suitable properties to meet the goals of the Crisis Care Initiative. The first Crisis Care Center, Connections Kirkland, is open, and the County plans to open four more centers in Central, South, and East King County, as well as one for youth.

No.	2025 Planning Initiative	Work To Be Completed
4	All People Restrooms	<p>Phase One was completed in December of 2022. This unfunded phase consisted of the re-signing of three sets of restrooms for designated use as All People Restrooms (APRs). Those restrooms are in Chinook and King Street Center.</p> <p>Phase Two work is divided into two parts. The first is to increase privacy in the three existing sets of multi-occupant APRs. The second is to create a standard design for multi-occupant APRs going forward and to renovate two sets of based on those designs. Completion date of Q1 2026.</p> <p>Phase Three is meant to expand multi-occupant APRs beyond Chinook and King Street Center.</p>
5	Americans with Disabilities Act Program	<p>The first project for this program will be working with ADA Coordinators from DAJD and DPH in response to a settlement with the Department of Justice over ADA violations in adult detention facilities.</p>
6	Collaboration Space Project	<p>In 2024, FMD launched a pilot for the Collaboration Space Project on the 13th floor of Chinook. The 13th floor was repurposed into a conference center with a large collaboration space that can be reserved for events with over 100 participants, 20 conference room spaces, and over 50 workstations available for reservation via the Indoors Online Reservation system.</p> <p>FMD is developing plans to add additional shared workstations, collaboration, and conference room space on the vacant Chinook 3rd floor and other facilities throughout the County.</p>
7	Strategic Asset Management Plan	<p>Creation of a centralized, strategic, and comprehensive examination of the County's physical asset portfolio to reduce unforeseen maintenance issues. Funding for this plan was included in the 2026-2027 Biennial Budget.</p>

Facilities Management Policies. Attachment 3 to this Staff Report is a crosswalk that highlights all changes to FMD policies related to property management and maintenance. This crosswalk is also included within the RAMP document on pages 59 through 73. The crosswalk indicates where policies have been moved from one section to another or have been updated for clarity. Table 4 below provides a list of policies that have been removed completely as well as new policies that have been added.

Table 4: Policies Removed and Added in 2025

Added or Removed	Category	Policy
Removed	General	<p>1.1 The RAMP consists of real property asset management policies, practices and strategies, locations of county agencies, planned moves, and references to King County space standards. The RAMP will be developed and implemented in a manner consistent with the county’s Comprehensive Plan policies, and shall guide facility planning processes, decisions and implementation.</p> <p>1.6 Any space owned or leased by King County will be presented in future space plans in both useable square feet (USF) and rentable square feet (RSF) to ensure consistency in analysis and comparison.</p>
Added	General	<p>1.6 Any changes made to RAMP policies between Council review dates must be approved by the Real Estate and Major Projects Oversight Committee (REMPOC).</p>
Added	Financial	<p>2.5 When making a request for assistance or support from FMD, agencies should include funding information in the initial request for FMD services outside of basic building maintenance, such as, but not limited to, capital improvement projects, tenant improvement requests, real estate acquisitions, leasing requests, and space requests.</p>
Removed	Building Operations and Maintenance	<p>3.3 County facilities will convey an atmosphere of quality service, thrift, and environmental sustainability, consistent with community standards and expectations.</p>
Added	Building Operations and Maintenance	<p>3.4 Small appliances such as personal heaters, microwaves, and coffee makers are not allowed in cubicles, offices, or general office areas.</p> <p>3.6 FMD shall prioritize preventative and corrective maintenance and compliance inspections over tenant improvement requests.</p> <p>3.10 For leased site maintenance, maintenance and service responsibilities shall be subjected to a lease review prior to FMD staff performing work.</p>
Added	Workspace Design	<p>4.7 All new furniture purchases for use in FMD owned, leased, or managed facilities must be reviewed and approved by FMD prior to purchase to ensure alignment with FMD policies and future flexibility in reuse or workspace reconfigurations.</p> <p>4.10 All changes or conversions of space use shall be reviewed and approved by FMD to also ensure alignment with building codes, safety policies, work space functionality, and space use efficiency benchmarks.</p> <p>4.12 All wayfinding and building signage is the responsibility of FMD. Signage will be designed using FMD approved signage standards and in accordance with ADA guidelines.</p>

Added or Removed	Category	Policy
Added	Facility Emergency Planning and Response	<p>7.3 FMD will support County agencies' continuity of operations plans by providing assistance in relocating functions when building become untenable.</p> <p>7.4 In the event of a natural disaster, severe weather, destructive civil unrest, or any other building-related emergency, applicable FMD staff shall be promptly reassigned to respond to the emergency with the primary mission of saving lives. All actions taken during such events will focus on ensuring the immediate safety and protection of building occupants, while secondarily safeguarding facility assets and infrastructure.</p> <p>7.5 In an emergency event or incident FMD will provide communications as it effects FMD owned and managed facilities.</p> <p>7.6 FMD shall enter tenant spaces to perform all needed maintenance and tenant requests. In certain secure spaces an escort may be requested of the agency to maintain security and/or confidentiality.</p>
Added	Leasing	<p>8.3 Proposals for office space leases will defensibly articulate the lease's necessity as compared to County-owned alternatives.</p> <p>8.4 When siting for leased locations, FMD should conduct an equity review</p>
Removed	Vacating Space in General Government Buildings	<p>9.4 The central overhead occupancy rate is altered on a biennium-to-biennium basis as part of the budget process.</p> <p>9.5 Allow agencies an option of applying the biennial economic savings associated with vacated space to "efficiency reduction" requirements.</p>
Added	Surplus Personal Property	<p>10.2 All surplus property rules and policies shall apply to agencies vacating any space such as, but not limited to, storage spaces, building floors, trailers, cubical spaces, parking lots, etc.</p>
Removed	Surplus Personal Property	<p>10.2 The following surplus property rules shall apply to agencies vacating space:</p> <p>10.2b· All office supplies that are left behind must be boxed up by individual items with all like items together.</p> <p>10.2c· Agencies will be responsible for the disposition of all files, books, and manuals either by preparing them to be moved to their new location, properly organizing and sending them to the records center/archives for storage, or recycling them prior to the move.</p> <p>10.2d· Agencies will be responsible for cleaning out all desk drawers and cabinets in any furniture left behind.</p>

Added or Removed	Category	Policy
Added	Events in FMD Owned and Managed Facilities and Properties	<p>11.1 Use of grills, barbeques, or any other free-standing equipment that uses open flame is not permitted in FMD managed buildings or on FMD managed property, including parking lots.</p> <p>11.2 All non-County agencies or groups that wish to use a space in FMD managed properties must have a County agency sponsor, unless building covenants or other agreements allow otherwise.</p> <p>11.3 The use of food trucks on FMD owned and managed property shall be reviewed and approved by FMD.</p> <p>11.4 Use of another agency's allocated space is at the discretion of the agency and must be arranged and approved by the hosting agency.</p> <p>11.5 The sponsoring County agency shall provide an escort to non-County guests attending events that are located in badge access-controlled spaces.</p> <p>11.6 Support services related to special events including but not limited to: additional cleaning or waste disposal, conference room or event furniture setups, afterhours lights, afterhours HVAC circulation, and additional security will be charged to the hosting agency.</p>

The 2025 RAMP is a large body of work building on the previous policies and business practices. The RAMP coordinates all aspects and functions for building management and anticipates space utilization and other integrated approaches such as technology and human resources. The document provides a wide-ranging framework for near and long-term management and proposes to dedicate significant time and resources to several different initiatives, both new and ongoing since 2016, in coordination with related county policy documents. When considering the content of the document it is within Council's purview to determine whether the policies put forth are reasonable and whether resources should be dedicated in the manner outlined within the 2025 RAMP, or whether they should be shifted to other county space needs and initiatives should be reprioritized. The proposed 2025 RAMP can be amended by Council.

INVITED

- Lisa Pearson, Director, Facilities Management Division, DES

ATTACHMENTS

1. Proposed Ordinance 2025-0270
 - a. Attachment A. 2025 Real Property Asset Management Plan, August 25, 2025
2. Transmittal Letter
3. 2025 RAMP Policy Changes Crosswalk
4. Fiscal Note



KING COUNTY
Signature Report

ATTACHMENT 1
1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Ordinance

Proposed No. 2025-0270.1

Sponsors Dembowski

1 AN ORDINANCE adopting the 2025 King County real
2 property asset management plan in response to K.C.C.
3 4.56.350; and amending Ordinance 10810, Section 1, as
4 amended, and K.C.C. 4.56.350.

5 BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

6 **SECTION 1. Findings:**

7 A. K.C.C. 4.56.350 requires the county executive to submit updates to the real
8 property asset management plan to the county council for approval every fourth year,
9 beginning on September 1, 2025.

10 B. The 2025 real property asset management plan is submitted by the executive
11 to fulfill K.C.C. 4.56.350.

12 **SECTION 2.** Ordinance 10810, Section 1, as amended, and K.C.C. 4.56.350 are
13 each hereby amended to read as follows:

14 A. The ~~((2019))~~ 2025 ~~((r))~~Real ~~((p))~~Property ~~((a))~~Asset ~~((m))~~Management
15 ~~((p))~~Plan, dated September ~~((+))~~ 2, ~~((2019))~~ 2025, and consisting of real property asset
16 management policies, practices and strategies, including planning policies, locations of
17 county agencies and implementation plans, planned moves and references to King
18 County space standards, is intended to implement the capital facilities element of the
19 Comprehensive Plan. The real property asset management plan dated September ~~((+))~~ 2,
20 ~~((2019))~~ 2025, shall guide facility planning processes, decisions and implementation.

21 B. The executive shall transmit to the council a proposed ordinance updating the
22 real property asset management plan, including the current and future space needs and
23 implementation plans of the real property asset management plan:

24 1. By the first business day in September of every fourth year, beginning ((2025))
25 2029; or

26 2. Within ninety days of any significant change in the county's inventory, such as
27 a move, sale, purchase or other change, affecting fifty thousand or more square feet of
28 useable space.

29 C.1. The council may amend the executive's proposed real property asset
30 management plan during the council's review.

31 2. The council may at any time introduce and adopt an ordinance to modify the
32 policies within the real property asset management plan.

33 SECTION 3. The Real Property Asset Management Plan dated September 2,
34 2025, included as Attachment A to this ordinance, is adopted.

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

Sarah Perry, Chair

ATTEST:

Melani Pedroza, Clerk of the Council

APPROVED this ____ day of _____, ____.

Girmay Zahilay, County Executive

Attachments: A. 2025 Real Property Asset Management Plan, August 29, 2025

2025 Real Property Asset Management Plan

August 29, 2025



King County

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II. Executive Summary

In accordance with King County Code 4.56.350, the Real Asset Management Plan (RAMP) is due to the King County Council every four years, on September 1.¹ The previous RAMP was submitted to the Council in September 2019 and adopted on March 10, 2020.²

On March 11, 2020, the Washington State Governor issued the state-wide shelter in place order in response to the COVID-19 pandemic.³ In August 2024, the County Executive announced a Return to Office (RTO) plan for the executive branch. The RTO effort kicked off in November 2024. In October 2024, the Facilities Management Division (FMD), in partnership with the Executive's Office, contracted with a consultant to help agencies review current space and space needs under RTO. The consultant report was submitted to FMD and the Executive's Office in January 2025 (Appendix A). County agencies are still in the process of revising and implementing RTO plans.

Report Requirements: The 2025 King County RAMP is a planning and policy document for the management of King County real property assets managed by the Facilities Management Division (FMD). The RAMP is an internal, strategic, and operational plan that includes planning policies, locations of County agencies and implementation plans, planned moves, and references to King County space standards. The RAMP serves as a policy framework for County facility development and management and guides facility planning processes, decisions, and implementation.

In accordance with King County Code (KCC) 4.56.350, this document updates the 2019 RAMP with:

- RAMP policy revisions,
- an updated inventory of County owned and leased properties,
- current locations of County agencies,
- projected future space needs,
- near term space plans for each building, and
- a proposed facility planning program to meet the County's needs in 2026-2029.

The 2025 RAMP also includes:

- a summary of major space usage and real property asset changes that occurred during 2020-2025, and
- a summary of the unanticipated new lines of business and real estate opportunities that emerged since the 2019 RAMP.

Current Building Occupancy: Since 2019 there have been significant changes to occupancy at County office buildings, especially to those in the downtown Seattle core. With the Department of Natural Resources and Park's (DNRP) consolidation of the department footprint onto a single floor in King Street Center (KSC), the Space Consolidation Project (SCP) was developed with the goals of consolidating downtown office space, creating a consolidated customer service center, and closing the Administration Building. The SCP initiated relocations of several agencies and significantly impacted multiple buildings in the downtown core. The RAMP includes information for County-owned buildings, including building-

¹ KCC 4.56.350 [\[LINK\]](#)

² Ordinance 19062 [\[LINK\]](#)

³ Proclamation by the Governor 20-07 [\[LINK\]](#)

specific information, stacking plans, space allocation by department, as well as building information for County-leased spaces. It also addresses:

New and Expanding Lines of Business:

- **Acquisitions** – FMD acquired 22 new facilities to support various County functions and initiatives, including Health Through Housing (HTH), Crisis Care Initiative, and Harborview Bond Project, among others.
- **Harbor Island Studios** – In 2021, FMD in partnership with DNRP’s Solid Waste Division and the Office of the Executive, with the support of the King County Council, transformed 117,000 square footage of County-owned warehouse space into a fully functioning film production studio known as Harbor Island Studios.

Long-Term Facility Planning Initiatives:

- **2019 RAMP Initiatives** – The 2019 RAMP included eight long-term planning strategies. This report provides an update on these strategies.
- **Pandemic Related Planning Initiatives** – When the COVID-19 pandemic hit, the County responded quickly to ensure the safety of County staff, while still providing needed services to King County residents. The County and FMD began planning related to the new state of work. These projects and initiatives included the SCP, which closed the Administration Building, relocated and consolidated many departments, and created the Combined Customer Service Center in the King Street Center.
- **Future of Work and Return to Office** – In response to the 2020 pandemic, King County agencies dramatically shifted how County office space was used. Many agencies adapted to nearly fully remote and hybrid work schedules for most employees. This was the inception of the County’s Space Consolidation Project which substantially reduced the amount of office space allocated to each agency, primarily downtown. Due to a number of factors, including the need for increased collaboration, the County Executive announced a Return to Office initiative in 2024, with the goal of having County employees back in County space at least three days a week.

New Long Term Facility Planning Initiatives:

- **Downtown Security Planning** – To support the safety and security of people and facilities, FMD has initiated several safety and security related changes in facilities.
- **Health Through Housing** – FMD partners with the Department of Community & Human Services (DCHS) to provide housing for individuals experiencing, or at risk of, homelessness. The County owns 11 facilities operated by non-profits and agencies supporting the unhoused community, with services such as: case management, employment navigation, transportation access and connections to physical and behavioral health services.
- **Crisis Care Centers** – In April of 2023, King County voters approved the Crisis Care Centers Initiative⁴ to create a countywide network of five crisis care centers, restore and expand mental health residential treatment beds, and strengthen the community behavioral health workforce. FMD is actively working with DCHS to identify and acquire suitable properties to meet the goals of the Crisis Care Initiative.

⁴ Crisis Care Centers Initiative [[LINK](#)]

- **All People Restrooms** – The goal of the initiative is to provide safe and respectful restrooms for all King County employees.
- **Americans with Disabilities Act Program** – As part of FMD’s dedication to ensure County buildings are accessible to all, a new Americans with Disabilities Act (ADA) program is being established in FMD. The first priority for this program will be working with ADA Coordinators from the Department of Adult and Juvenile Detention (DAJD) and the Department of Public Health (DPH) in response to a settlement with the Department of Justice (DOJ) over ADA violations in adult detention facilities.
- **Collaboration Space Project** – In 2024, FMD launched a pilot for the Collaboration Space Project on the 13th floor of Chinook. The 13th floor was repurposed into a conference center with a large collaboration space that can be reserved for events with more than 100 participants, 20 conference room spaces, and more than 50 workstations available for reservation via the Indoors Online Reservation system.
- **Strategic Asset Management Plan** – The significant increase in physical assets in FMD’s portfolio during the pandemic has highlighted the importance of managing assets systematically to reduce unforeseen maintenance issues that impact daily operations. In 2025, FMD is launching a new effort to develop a Strategic Asset Management Plan that will take a comprehensive and strategic look at FMD’s buildings and fixed assets.

RAMP Policies: The 2025 RAMP updates 2019 polices to reflect the changing needs and goals of King County. Revisions provide clarification, remove outdated policies and add new policies to address common issues arising since the 2019 RAMP.

Conclusion and Next Steps: FMD continues to build on the lessons learned during the last several years to maintain the existing real property assets while building towards a better future by implementing new programs and tools to support the future needs of the County. As the County moves forward with new leadership, FMD will continue to partner with County agencies to review updated workplans, establish new office space standards, and implement a new strategic asset management plan.

III. Background

Department Overview: The Department of Executive Services (DES) provides internal services to King County agencies and departments, and public-facing services directly to King County residents. The divisions and offices that make up DES include the Business Resource Center, Finance and Business Operations Division, Office of Emergency Management, Facilities Management Division (FMD), Fleet Services Division, Inquest Program, King County International Airport-Boeing Field, Office of Risk Management Services, and Records and Licensing Services Division. FMD manages and maintains King County's real estate assets and provides safe and secure environments for County service delivery.

Key Historical Context: In accordance with King County Code 4.56.350, the Real Asset Management Plan (RAMP) is due to the Council every four years, on September 1.⁵ The previous RAMP was submitted to the Council in September 2019 and adopted on March 10, 2020.⁶ On March 11, 2020, the Washington State Governor issued the state-wide shelter in place order in response to the COVID-19 pandemic.⁷ This order led to fundamental changes in the way King County agencies managed their workforce and how FMD managed buildings.

Shortly after the shelter in place orders went into effect, DNRP determined that department staff would work remotely on a permanent basis. DNRP requested a substantial decrease to the department's physical footprint in King Street Center. This large-scale vacating of space led to the Space Consolidation Project (SCP), which included:

- consolidating downtown office space;
- creating a new consolidated King County Customer Service Center, designed to be a one-stop shop for the County's most in-demand services, located on the second floor of the King Street Center;
- the series of agency moves leading to the closing of the Administration Building.

In January 2021, the Executive launched the Future of Work (FOW) initiative, asking agencies to start developing plans for what work could look like in a post-pandemic world. This included considering agency space needs for County owned and leased facilities. The Governor rescinded all COVID emergency proclamations as of November 1, 2022.⁸ In 2023, County agencies were continuing to develop FOW plans, and FMD was in the midst of the SCP; the due date of the next RAMP was amended from September 1, 2023, to September 1, 2025.⁹

The COVID-19 pandemic had broad impacts beyond where County staff work. Very quickly after the pandemic hit Washington state, a need for isolation and quarantine sites for those residents of King County who were sick and currently unhoused was recognized. FMD worked closely with the Department of Community and Human Services (DCHS) and the Department of Public Health-Seattle King County (PHSKC) to lease or purchase locations that were appropriate for this service.

⁵ KCC 4.56.350 [\[LINK\]](#)

⁶ Ordinance 19062 [\[LINK\]](#)

⁷ Proclamation by the Governor 20-07 [\[LINK\]](#)

⁸ Proclamation by the Governor 21-14.6 [\[LINK\]](#)

⁹ Ordinance 19667 [\[LINK\]](#)

The success of this effort led to the start of the Health Through Housing (HTH) initiative. HTH is a partnership between FMD and DCHS that has led to the purchase of facilities appropriate for providing permanent supportive housing for King County residents in need of those services. Responsibility for HTH sites has significantly increased the size of FMD's building portfolio, contributing 13 of the 22 new properties FMD has acquired since 2019 and added a new line of business as FMD became responsible for buildings not just where people work or provide services to the public, but now also places where people live.

Key Current Context: In August 2024, the County Executive announced a Return to Office (RTO) plan for the executive branch. The RTO effort kicked off in November 2024. In October 2024, FMD, in partnership with the Executive's Office, contracted with a consultant to help agencies review current space and space needs under RTO. The final report was submitted to FMD and the Executive's Office in January 2025 (Appendix A) and included a summary of existing space and illustrative scenarios for future space needs. County agencies are still in the process of revising and implementing FOW/RTO plans.

In December 2024, the King County Auditor's Office sent a letter to the Council flagging the need for "... comprehensive information about its office spaces, employee work locations, and space utilization."¹⁰ FMD is piloting a space utilization report for the two main office buildings (Appendix B) during 2025 and will expand that report to include other FMD managed office buildings and spaces for which reliable utilization data can be gathered in 2026. This report will help inform future agency and FMD decisions regarding space needs.

In addition to ongoing RTO efforts, FMD continues to work in partnership with County agencies to support County initiatives by maintaining King County's real estate assets and providing safe and secure environments for County service delivery.

Report Methodology: FMD developed this report by reviewing data from multiple sources including consulting firm Jones Lang LaSalle (JLL), the King County Assessor's Office, and FMD resource management systems including CoStar lease management system, Maximo work order system, and Unifier project management system. FMD also reviewed recommendations and information received from the King County Auditor's Office, received input and guidance from FMD leadership, and partnered with the Department of Executive Services to refine and update information included in the 2025 Real Asset Management Plan.

¹⁰ Closing data gaps will help promote efficient use of office space [\[LINK\]](#)

IV. Report Requirements

The 2025 King County RAMP is a planning and policy document for the management of King County real property assets managed by FMD. The RAMP is an internal, strategic, and operational plan that includes planning policies, locations of County agencies and implementation plans, planned moves, and references to King County space standards. The RAMP serves as a policy framework for County facility development and management and guides facility planning processes, decisions, and implementation.

In accordance with King County Code (KCC) 4.56.350, this document updates the 2019 RAMP with:

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- an updated inventory of County owned and leased properties,
- current locations of County agencies,
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- near term space plans for each building, and
- a proposed facility planning program to meet the County's needs in 2026-2029.

The 2025 RAMP also includes:

- a summary of major space usage and real property asset changes that occurred during 2020-2025, and
- a summary of the unanticipated new lines of business and real estate opportunities that emerged since the 2019 RAMP.

The foundation of King County's FMD is the mission to responsibly steward the County's public assets and to be an effective partner in delivering County services, with the vision to provide exceptional services and economically and environmentally sustainable work environments within a changing world. King County is an exceptionally dynamic workplace and regional leader, which requires flexibility to adapt to changing demands and concerns in the economy, environment and social needs with a foundation of solid policy to guide decisions for long term security. This RAMP strives to achieve both this flexibility and foundation.

A. Facilities Management Division's Approach to Real Property Asset Management

Per code KCC 4.56.060,¹¹ FMD is the primary custodial agency responsible for acquiring and managing property owned by the County. Under the direction of the County Administrative Officer, FMD is responsible for acquiring, disposing, inventorying, leasing and managing real property owned by the County, except when code specifically gives that authority to another agency.

FMD's workforce is divided into eight major sections:

- Director's Office – Responsible for cross-functional programs that impact the work of other FMD sections, including, but not limited to, legislation, communications, emergency management, energy and sustainability, records, training, and continuous improvement;
- Building Operations – Responsible for providing high quality custodial, maintenance, and operations services on a 24/7 basis, and delivering on small capital projects to efficiently support and maintain FMD managed facilities, including Health Through Housing facilities;

¹¹ KCC 4.56.060 [\[LINK\]](#)

- Capital Project Delivery – Responsible for delivering large-scale projects at FMD owned and/or managed locations, including Health Through Housing facilities, in alignment with the policy directives of King County government, the facility needs of employees and the public, and for overall service to the community;
- Capital Project Planning – Responsible for systems and asset management programs, overseeing all FMD maintenance and construction contracts, planning and capital finance processes for all capital projects, regardless of size, and delivering on major capital projects;
- Customer Experience – Responsible for intake of all FMD customers’ work orders, including building maintenance, King County employee badging, and KC printshop orders, and providing positive customer interactions with FMD through the main intake units of Customer Care, ID Access, Parking, and the Print Shop;
- Finance – Responsible for providing quality budgeting, accounting, providing financial information to division operations, and oversight of FMD business practices, and coordination between units;
- Real Estate Services – Responsible for acquiring property, negotiating leases, property management, and space allocation for most County services. The section maintains a centralized inventory system of all County-owned real property and conducts sales of surplus property. Real Estate Services processes utility permits, easements, rights-of-way construction permits, and utility franchise agreements;
- Security – Responsible for providing security planning, installation and maintenance of security systems, physical security support, 24/7 emergency dispatch services, and secure access to work areas in FMD owned and managed locations.

The Building Operations, Customer Experience, Capital Project Delivery, Real Estate Services, and Security teams provide internal and external services that are distributed throughout the County. Internal services include security, maintenance, and tenant improvements in FMD managed (owned or leased) locations, agency moves, print shop services, and the purchase or lease of properties to meet agency specific needs.

External services include parking around or near FMD buildings for the public as well as employees, security for visitors to FMD managed (owned or leased) locations, life and safety systems management for County-owned facilities, including Health Through Housing locations, and sales and acquisition of property.

All FMD services are accessed via the Customer Experience team, and that team holds regular quarterly meetings with all County customers to better understand agency needs. In addition, all customer agencies are provided with a standard Service Level Commitment (Appendix C) detailing the standard level of services FMD provides.

The Director’s Office, Capital Project Planning, and Finance teams provide strategic planning, administrative, and financial services to FMD’s customer facing teams. In addition, the Capital Project Planning team is responsible for major capital projects, such as whole building system replacements, which impact customer agencies, but are not driven by agency specific requests.

FMD’s long-term strategy is laid out in the DES FMD 2026-27 Business Plan (Appendix D). It includes the following goals:

- **Climate, Equity, and Social Justice** – Climate, Equity, and Social Justice and King County Values are exemplified in FMD’s people, practices, policies, and decision making.
- **Customer Experience** – FMD focuses on the customer and anticipates their needs.
- **Operational Excellence** – FMD embodies Best Run Government by continuously focusing on innovation and operating efficiently and effectively.
- **Financial Stewardship** – FMD advances a healthy, resilient, and sustainable future through stewardship of County financial resources.
- **Employee Development** – FMD employees are trusted, respected, engaged, and empowered to perform well and grow their professional skills. FMD works to create an environment of trust across the organization.

B. Status of 2019 Real Asset Management Plan Strategies and Initiatives

The 2019 RAMP included seven policy implementation strategy updates carried over from the 2016 RAMP. Table 1 below provides an update on these strategies, several of which have been completed or closed out.

Table 1 - Status of 2019 Real Asset Management Plan Strategies and Initiatives

2019 Real Asset Management Strategy / Initiative	2025 Update	Current Status
Proposal to Develop Countywide Office Space Standards	The proposed Countywide Office Space Standards included in the 2019 RAMP became obsolete during the COVID-19 pandemic and resulting changes to in-office work. FMD will revisit establishing Countywide Office Space Standards after RTO plans have been fully implemented and new County leadership direction has been established.	Paused
Inadequacies in General Government Facilities Major Maintenance Funding	The major maintenance for the County’s facilities is funded by its tenants. ¹² The majority of County building space is occupied by General Fund-funded agencies (Appendix E) and the County’s General Fund has been financially strained for decades. The County has a backlog of major maintenance projects due to significant underfunding. Budget proposals prioritize fire, life, and safety-related projects in each budget cycle and the deferral of preventative maintenance frequently causes the need for emergency projects and repairs, which are often costlier than preventative maintenance costs. In support of building a more robust preventative maintenance program, FMD is working to establish a Strategic Asset Management Program that will allow FMD to better track and schedule routine and preventative maintenance with a goal of reducing emergency projects and repairs.	In Progress

¹² Major Maintenance provides for periodic replacement or repair of major building systems and components at King County facilities.

2019 Real Asset Management Strategy / Initiative	2025 Update	Current Status
Proposed Restructuring of General Government Occupancy Charge	A new streamlined rate structure was approved by the Council as part of the 2017-2018 budget. The streamlined rate approach consolidates cost-recovery for general government space within one central rate account and reflects uniform rates for space of similar function. The streamlined rate has been successfully implemented for several budget cycles.	Completed
Developing Integrated Asset Management Tools	<p>The COVID-19 pandemic changed the way FMD works. During this extended period of hybrid remote and in-person work, FMD realized that the previously chosen asset management system would not be able to meet FMD’s needs, and FMD activated the force majeure clause to cancel the contract. After continued discussion and review of the body of work, FMD decided to no longer look for a single combined facility asset management (CFAM) system. Instead, FMD moved forward looking for best in class solutions for the property leasing and space planning needs separately.</p> <p>In June 2023, FMD entered a contract with CoStar to manage King County’s leasing needs.</p> <p>FMD is working with the King County Department of Information Technology (KCIT) and is getting ready to issue a request for proposals (RFP) for a new space planning system. The RFP is expected to go out in the third quarter of 2025 and implementation in the first quarter of 2026.</p>	In Progress
Transitioning King Street Center to County Ownership	This project was completed and closed out in the 2019 RAMP.	Closed
Parking Program Changes	<p>King Street Center (KSC)</p> <p>Due to the limited availability of parking spaces, all non-King County Fleet vehicles arriving between 8:30 A.M. and 4:30 P.M., Monday through Friday, are required to utilize the garage's complimentary valet service. In addition to offering both daily and monthly parking, the KSC garage also offers event and overnight parking to support local businesses in the Pioneer Square area. In 2026, the KSC garage will be upgrading the parking access and revenue control system (PARCS).</p>	Completed

2019 Real Asset Management Strategy / Initiative	2025 Update	Current Status
	<p>Judge Patricia H. Clark Children and Family Justice Center (CCFJC) The CCFJC opened in 2021 and began offering paid public and employee parking in 2023. Levels P3 and P4 are open for daily public parking, while Levels P1 and P2 are restricted to employee parking only. Members of the public doing business with the court or in the Juvenile Detention Center are eligible to receive free parking via validation. Employee monthly parking is restricted to those who have been permanently assigned to CCFJC.</p> <p>Goat Hill Garage The Goat Hill Garage recently upgraded its PARCS system to allow for license plate recognition access and cloud-based continued validation. The garage continues to operate at capacity. In the next four years, FMD plans to resurface the roof level, as well as propose an increase to both employee and public parking rates to better align with market rates. The last rate increase was approved and implemented in 2017.</p> <p>Maleng Regional Justice Center (MRJC) The parking garage at MRJC continues to operate at full capacity due to an increase in court services. A restriping project was completed in 2019, relocating ADA parking stalls from the ground floor to the main entrance floor. In 2025, a resurfacing project for the third level roof parking lot was completed.</p>	
Climate and Sustainability for County Owned and Leased Buildings	FMD strives to operate, maintain, renovate, and build County facilities sustainably and responsibly to maximize reductions in greenhouse gas emissions, optimize efficiency and conservation, and eliminate unnecessary waste. With any County facility, there are several applicable plans, policies, and codes that dictate climate, sustainability, and environmental actions and requirements, including, but not limited to: King County Strategic Climate Action Plan (SCAP), ¹³	Ongoing

¹³ King County SCAP [\[LINK\]](#)

2019 Real Asset Management Strategy / Initiative	2025 Update	Current Status
	<p>Green Building Ordinance¹⁴ and Code,¹⁵ RCW 70A.205,¹⁶ RCW 29.26,¹⁷ etc.</p> <p>To advance and comply with these actions and requirements, examples of FMD Climate and Sustainability program activities include, but are not limited to the following:</p> <ul style="list-style-type: none"> • Upgrade and expand Electric Vehicle Charging Infrastructure (EVCI), including deployment of chargers at Goat Hill Garage, King Street Center, Black River, and Orcas to support County fleet vehicles as they electrify. • In collaboration with external partners, analyze feasibility, and develop preliminary plans/designs for establishing Energy Districts in support of decarbonizing County facilities and meeting efficiency and emissions targets. • Conduct energy audits to establish facility decarbonization and resource efficiency road maps and to comply with local and state performance standards. • Streamline waste collection to maximize recycling, composting, and waste diversion from landfills at County facilities to support the County’s zero waste goals and comply with local and state requirements. • Support and maximize the reuse and reallocation of lightly used resources (e.g., desks, chairs, cubicles) within the County in support of circular economy efforts and to minimize landfill waste. 	

¹⁴ Green Building Ordinance [\[LINK\]](#)

¹⁵ Green Building Resources Website [\[LINK\]](#)

¹⁶ RCW 70A.205 [\[LINK\]](#)

¹⁷ RCW 19.27A.210 State energy performance standard [\[LINK\]](#)

C. Current Building Occupancy, Relocations, and Reconfigurations

Since 2019, there have been significant changes to occupancy at County office buildings, especially in the downtown Seattle core. With DNRP's consolidation of the department footprint onto a single floor in KSC, the SCP was developed with the goals of consolidating downtown office space, creating a consolidated customer service center, and closing the Administration Building. The SCP initiated relocations of several agencies and significantly impacted multiple buildings in the downtown core. Building information below captures current occupancy and provides building specific information regarding changes to occupancy since the 2019 RAMP.

Early FOW plans had agencies considering additional space consolidation, however with the RTO directive, agencies are now planning to maintain, or expand, the current physical footprint. FMD is working with agencies to consider options, including possible reconfigurations to spaces, to better serve staff.

Agencies and the Council have expressed interest in knowing how many people are utilizing the space in the major office buildings. FMD has created reports showing overall building utilization for KSC and CNK (Appendix B) and is working on gathering the data necessary to create agency and floor specific utilization reports that will help agencies make future decisions regarding their physical space.

1. 2025 County Owned Buildings

The following section provides information on County-owned office buildings, courthouses, and detention facilities that represent the majority of the County's office space. Information includes department location, significant changes from 2019 RAMP, building space benchmarks identifying space allocation per employee established in 2019 RAMP, and future implementation plans and objectives (if known). A listing of all County owned properties can be found in Appendix E, changes in the County owned building inventory and use can be found in Appendix F, and a map of County owned and leased properties can be found in Appendix G.



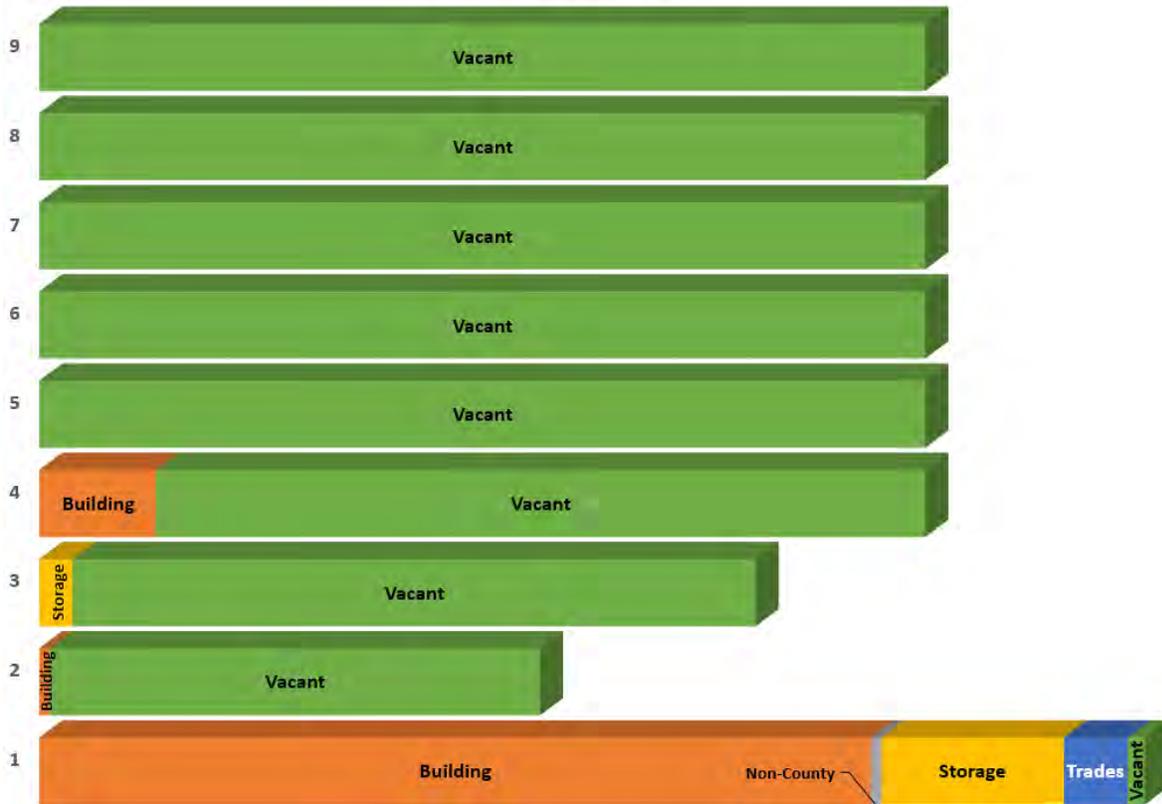
Administration Building

Address	500 4 th Ave., Seattle
Year Built	1971
Building Net Square Footage	157,329 SF
Construction Class	Reinforced Concrete
Lot Size	59,280 SF
Present Use	Governmental Service
Views	No
Waterfront	No
Office Space Benchmark	N/A
Agencies Located in Facility	N/A – Vacant

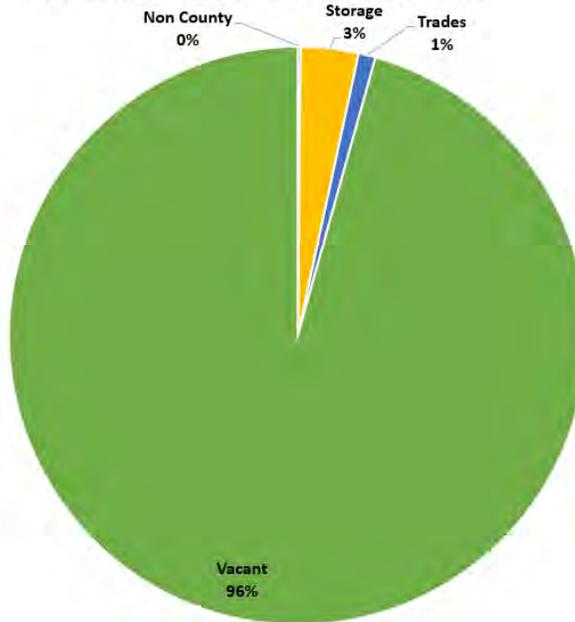
Built in the early 1970s, the Administration Building is an inefficient building with oversized lobbies on each floor that leave a significant amount of underutilized space. During the early days of the COVID-19 pandemic and the transition to remote work, the building was vacated and closed to the public as part of the SCP. The closure was included in the 2021-2022 biennial budget as an Executive proposed initiative to reduce utility and maintenance costs, and the final tenant relocated out of the building in September 2024, allowing the building systems to be placed in a minimal use state. The closure of the Administration Building also impacts millions of dollars in major maintenance funds.

While there have been no tenants in the Administration Building since September 2024, the building is currently used to house furniture, cubicle components, and supplies waiting to be redistributed. FMD is working with Fleet Services Division Surplus Team to repurpose, recycle, or surplus these items in a responsible and environmentally appropriate manner. The first floor of the Administration Building remains in use as part of the accessible path from the Goat Hill Garage to the King County Courthouse. Future plans for the Administration Building will be incorporated in the Civic Campus Master Plan.

Administration Building



Administration % Space Allocation by Department



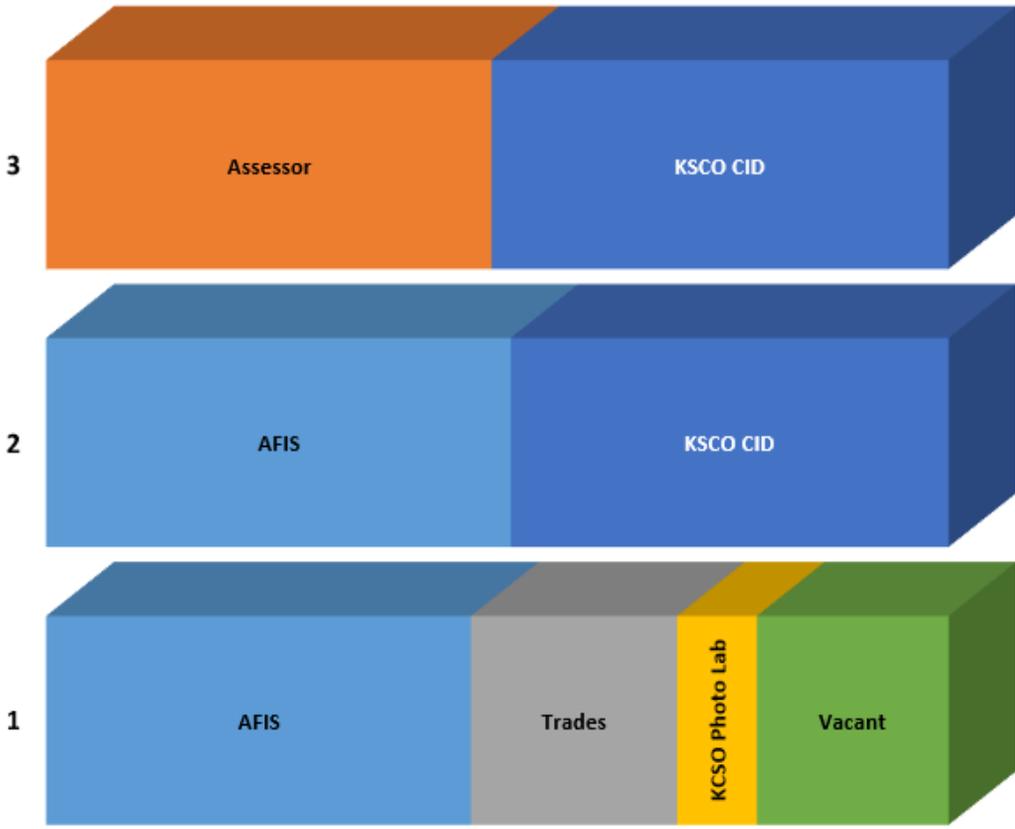


Blackriver Building

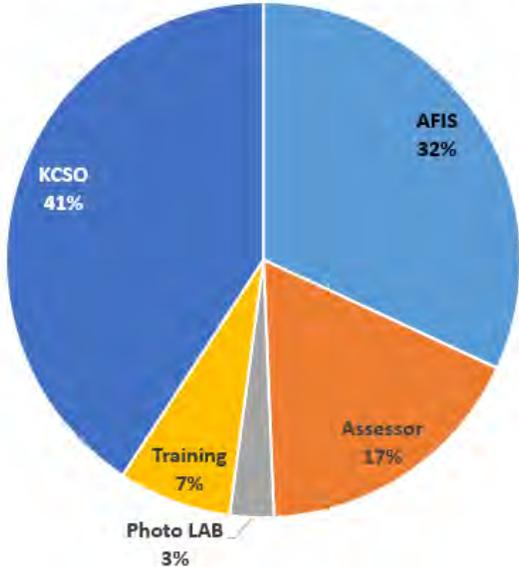
Owned Building Address	900 Oaksdale Ave. SW, Renton
Year Built	1990
Building Net Square Footage	66,852
Construction Class	Structural Steel
Lot Size	214,079
Present Use	Office Building
Views	No
Waterfront	No
Office Space Benchmark	161 USF per FTE
Agencies Located in Facility	<ul style="list-style-type: none"> • King County Sheriff's Office (KCSO) Automated Fingerprint Identification System (AFIS) • KCSO Photo Lab • KCSO Criminal Investigation Division (CID) • Assessor's Office.

The Blackriver Building is office space located within South King County. The Criminal Investigation Division was relocated from the Administration Building to the Blackriver Building as a part of the SCP and filled the majority of remaining vacant space in the Blackriver Building. FMD is working to identify use for the remaining vacant space on the 1st floor of the building.

Blackriver 2025



Blackriver % Space Allocation by Department



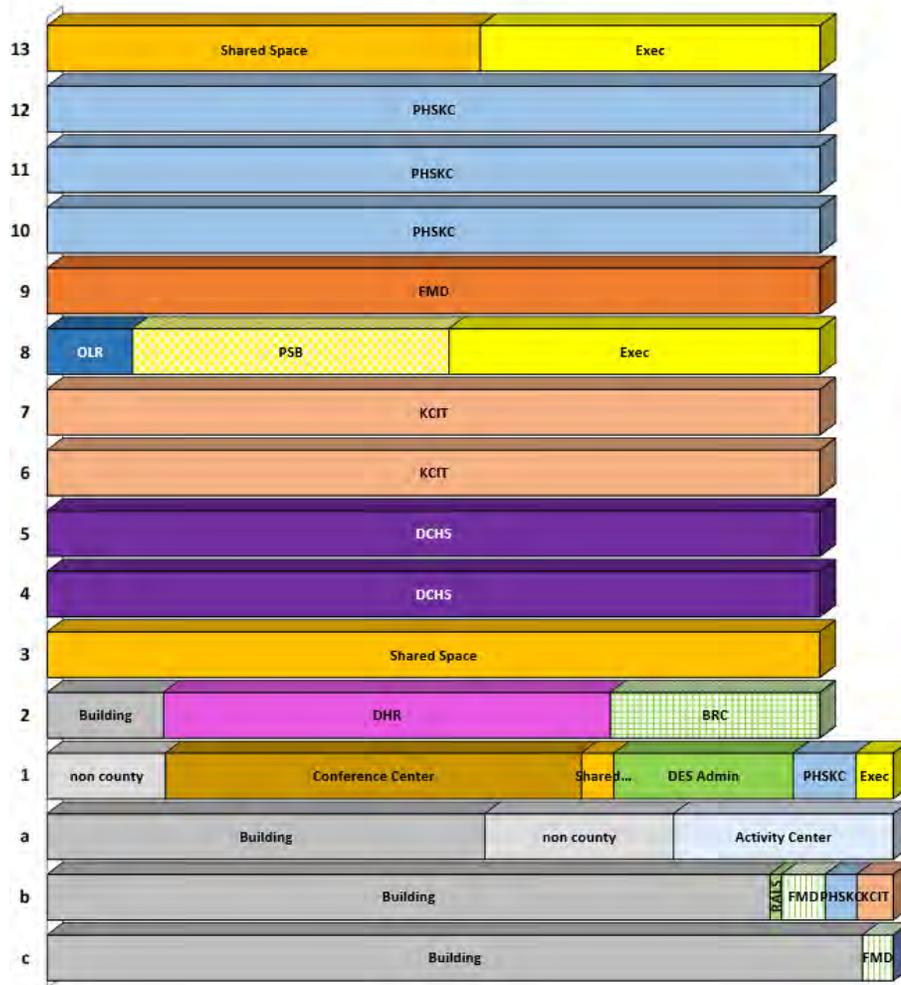


Chinook Building

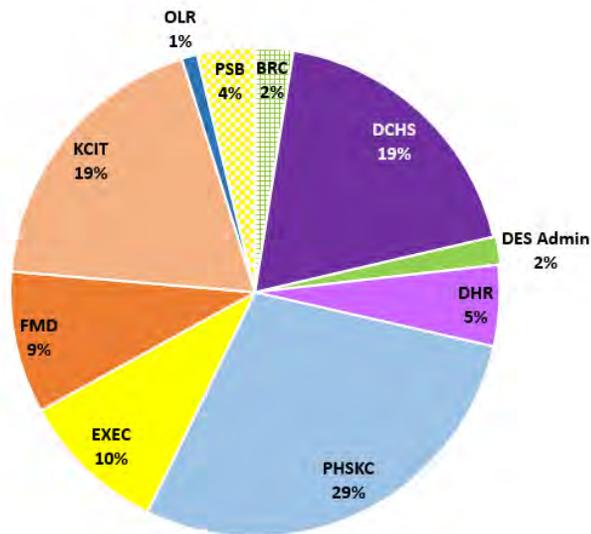
Address	401 5 th Ave., Seattle
Year Built	2006
Building Net Square Footage	303,939 SF
Construction Class	Structural Steel
Lot Size	28,320 SF
Present Use	Office Building
Views	No
Waterfront	No
Office Space Benchmark	140 USF per FTE
Agencies Located in Facility	<ul style="list-style-type: none"> • The Office of the Executive (EXEC) • King County’s Department of Information Technology (KCIT) • Office of Performance Strategy and Budget (PSB) • Business Resource Center (BRC) • Department of Community and Health Services (DCHS) • Department of Public Health Seattle-King County (PHSKC) • Department of Human Resources (DHR) • Department of Executive Services Director’s Office (DES) • Office of Labor Relations (OLR) • FMD

The Chinook Building holds office space for County operations and hosts two conference centers available for all employees to use. The first-floor conference center is accessible to non-County attendees, which includes rooms of various sizes for meetings up to 100 attendees, with all FMD managed conference rooms equipped with standard audio/visual equipment. The newly created 13th floor collaboration and conference center requires employee access, includes rooms of various sizes, and the open collaboration area can host events for 100+ attendees. FMD is developing plans to add additional shared workstations, collaboration, and conference room space on the vacant Chinook 3rd floor.

Chinook 2025



Chinook % Space Allocation by Department



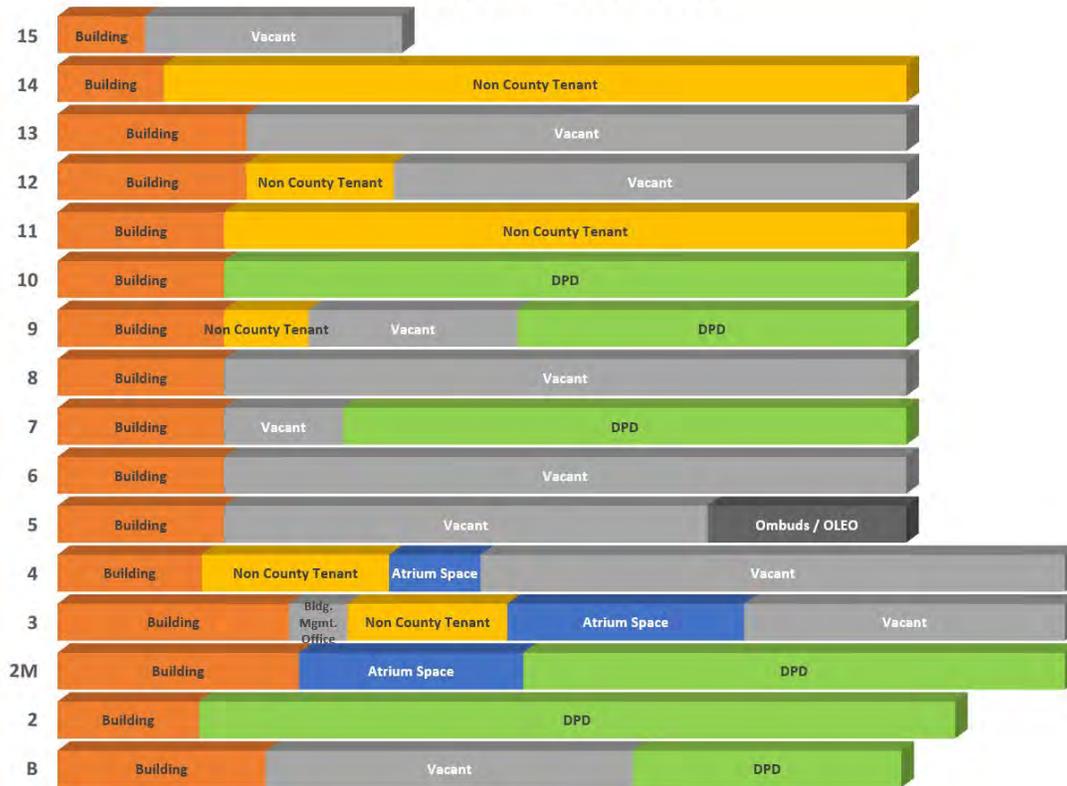


Dexter Horton Building

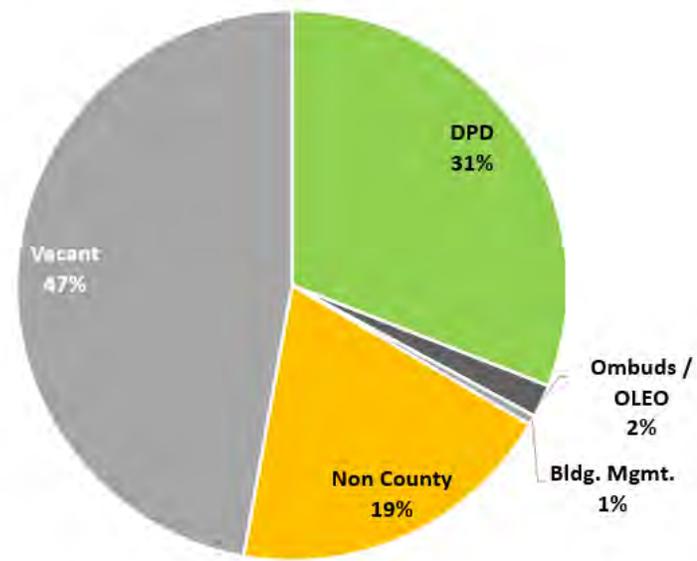
Address	710 Second Avenue, Seattle
Year Built	1922
Building Net Square Footage	336,355
Construction Class	Reinforced Concrete
Lot Size	28,200
Present Use	Office Building
Views	No
Waterfront	No
2025 Office Space Benchmark	140 USF per FTE
Agencies Located in Facility	<ul style="list-style-type: none"> • Department of Public Defense (DPD) • Non-County tenants - Multiple

DPD has been leasing space in the Dexter Horton Building for several years and has an immediate need for additional space. In 2024, while conducting a property search and lease analysis for additional space for DPD, FMD identified an opportunity to purchase the Dexter Horton Building at a price that was economically advantageous to the County over continuing to pay the lease rates at the building.

Dexter Horton 2025



DH % Space Allocation by Department / Tenant



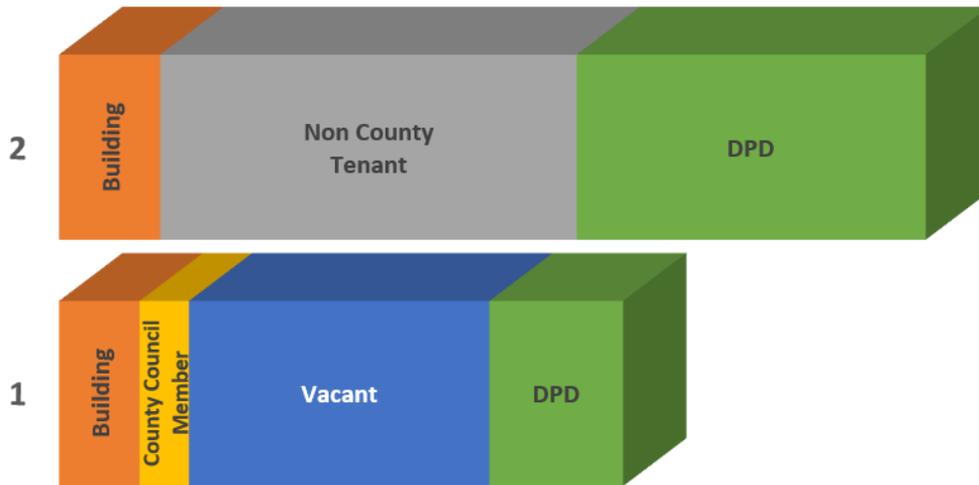


Kent Valley Professional Center (KVPC)

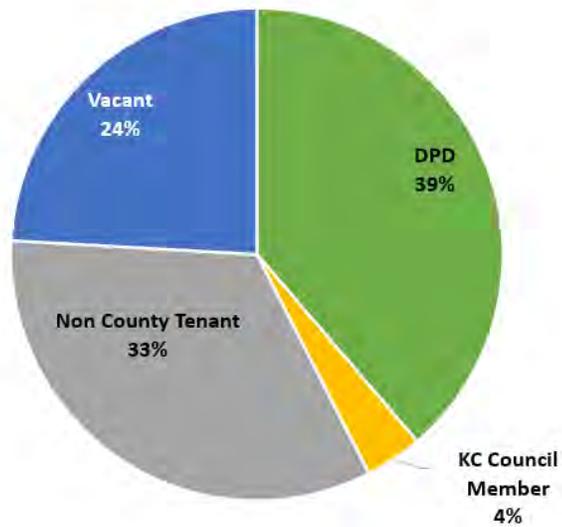
Address	124 4th Ave. S, Kent
Year Built	2005
Building Net Square Footage	22969
Construction Class	Wood Frame
Lot Size	17638
Present Use	Office Building
Views	No
Waterfront	No
2025 Office Space Benchmark	250 USF per FTE
Agencies Located in Facility	<ul style="list-style-type: none"> • Department of Public Defense • Non-County tenants – Multiple

The County purchased Kent Valley Professional Center (KVPC) in 2019 to support the need for additional office space in the vicinity of the Maleng Regional Justice Center. KVPC not only hosts County agencies but also offers retail space for rent to the general public.

Kent Valley Professional Center



KVPC % Space Allocation by Department / Tenant



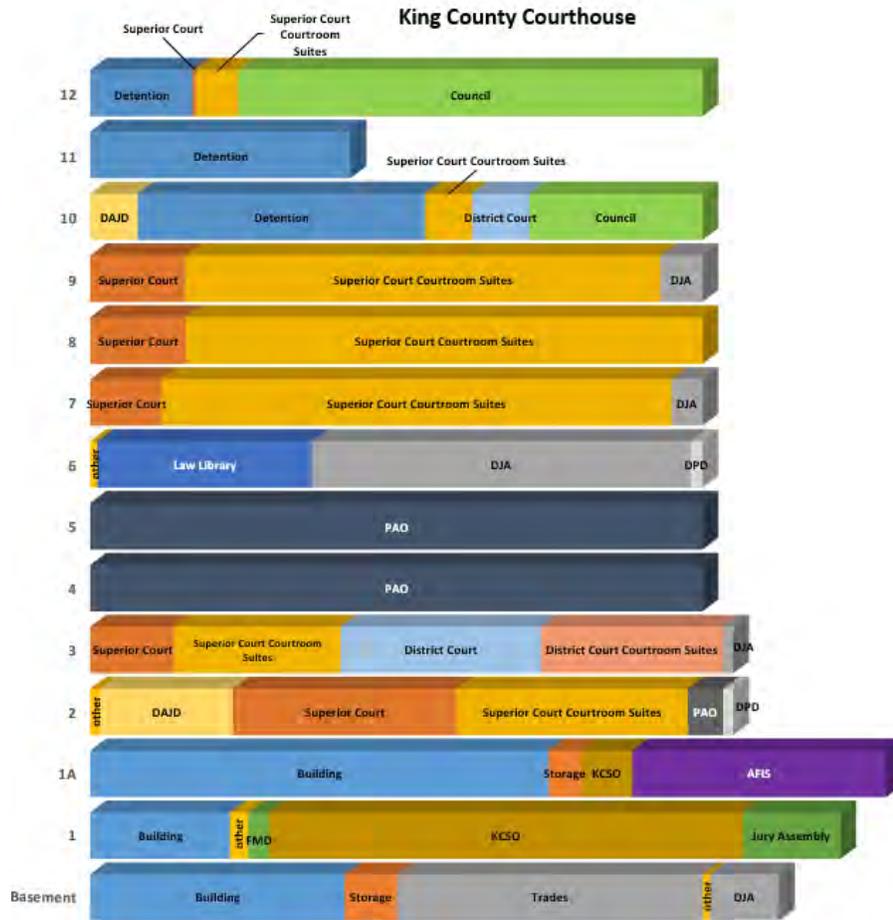


King County Courthouse

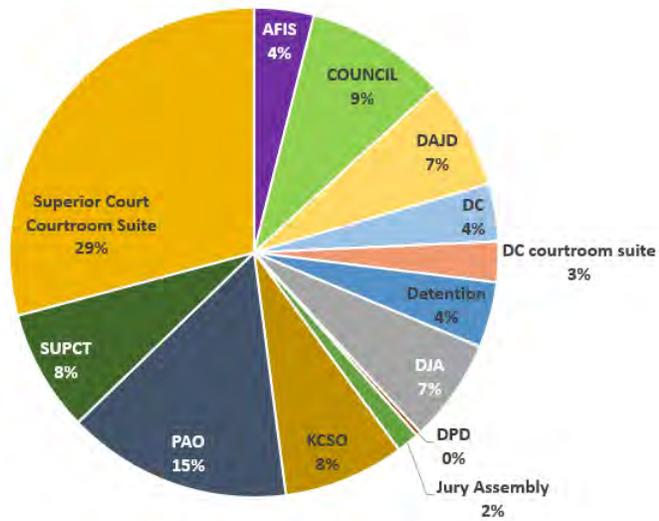
Address	516 3 rd Ave., Seattle
Year Built	1916
Building Net Square Footage	482,760 SF
Construction Class	Reinforced Concrete
Lot Size	57,120 SF
Present Use	Governmental Service
Views	No
Waterfront	No
Office Space Benchmark ¹⁸	241 USF per FTE
Agencies Located in Facility	<ul style="list-style-type: none"> • Superior Court (SUPCT) • King County Sheriff's Office (KCSO), KCSO's Automated Fingerprint Identification System (AFIS) • King County Council • Department of Adult and Juvenile Division (DAJD) • District Court (DC) • Department of Judicial Administration (DJA) • DES Inquest Program • Department of Public Defense (DPD) • Prosecuting Attorney's Office (PAO)

¹⁸ The office space benchmark for the KCCH does not apply to, nor does it include in the calculation, space identified as courtroom suites (courtrooms, courtroom ante rooms, judges' chambers, bailiffs' offices, commissioners' offices, jury rooms and any restrooms for the exclusive use of jurors and judges).

The King County Courthouse (KCCH) is the second oldest building on the King County Civic Campus and is considered a protected historic landmark. KCCH provides court operations, King County Council operations, sheriff office services and court clerk services.



KCCH % Space Allocation by Department





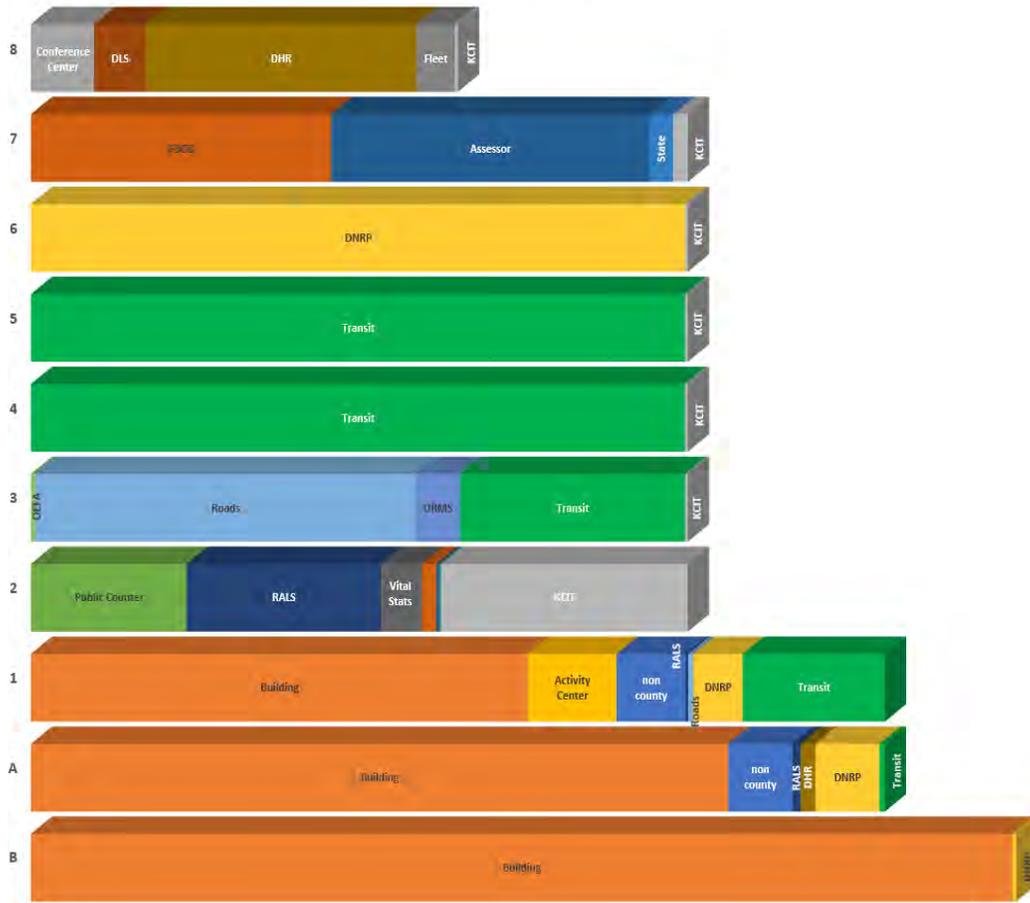
King Street Center

Address	201 S Jackson St., Seattle
Year Built	1998
Building Net Square Footage	321,474 SF
Construction Class	Reinforced Concrete
Lot Size	57,437 SF
Present Use	Office Building
Views	No
Waterfront	No
Office Space Benchmark	140 USF per FTE
Agencies Located in Facility	<ul style="list-style-type: none"> • Department of Local Services (DLS) • Fleet Services Division (FSD) • Finance and Business Operations Division (FBOD) • Assessor • DNRP • King County Metro (Transit) • Office of Economic and Financial Analysis (OEFA) • Roads Services Division (Roads) • Office of Risk Management Services (ORMS) • Records and Licensing Services (RALS) • Vital Statistics • KCIT

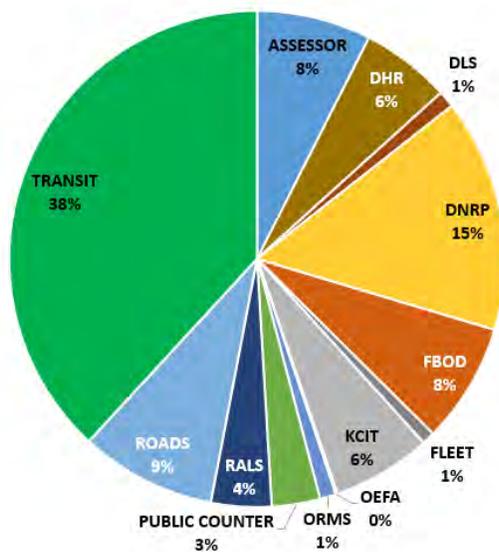
Prior to the SCP, DNRP occupied 48 percent of KSC. DNRP’s reduction of space, along with consolidation of space utilized by KCIT and Transit at KSC, created space for the relocation of the Assessor, FBOD, OEFO, ORMS, RALS, and Vital Statistics. Along with the space consolidations and relocations at KSC, the newly created King County Customer Service Center (CSC) opened for public use in April 2023. The CSC is

designed to be a “one-stop shop” for many of the most requested services offered by King County. The services that can be accessed at KSC are: ORCA pass sales; Metro lost and found; ordering birth or death certificates; filing claims against the County; document recording; marriage licensing; pet licensing; process server registration; applications for property tax exemption/deferrals; property tax payments; taxi, for-hire, and transportation network company licensing, and car, truck, and boat licensing.

King Street Center 2025



KSC % Space Allocation by Department



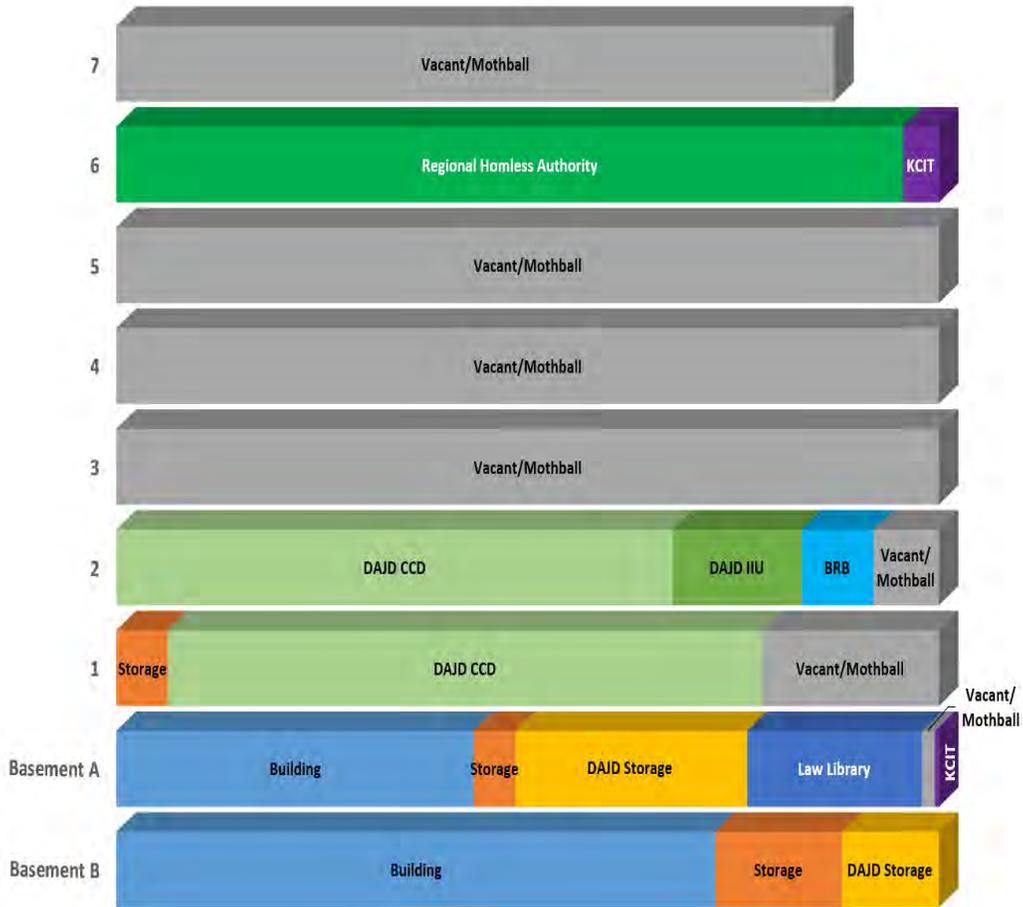


Yesler Building

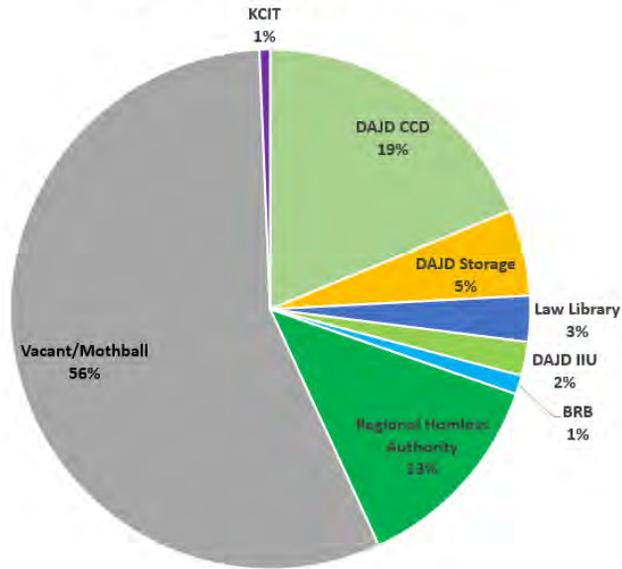
Address	400 Yesler Way, Seattle
Year Built	1909
Building Net Square Footage	90,040 SF
Construction Class	Reinforced Concrete
Lot Size	16,266 SF
Present Use	Historic Prop (Office)
Views	No
Waterfront	No
Office Space Benchmark	221 USF per FTE
Agencies Located in Facility	<ul style="list-style-type: none"> • Department of Adult and Juvenile Detention (DAJD) • King County Regional Housing Authority (leased space)

The Yesler building is the oldest building in the King County Civic Campus. The majority of the Yesler Building is vacant, and there are no immediate plans to add additional occupants. Future plans for the Yesler Building will be incorporated in the Civic Campus Master Plan.

Yesler



Yesler % Space Allocation by Department





King County Correctional Facility (KCCF)

Address	500 Fifth Ave., Seattle
Year Built	1996
Building Net Square Footage	47,321
Construction Class	Masonry
Lot Size	118,195
Present Use	Governmental Service
Views	No
Waterfront	No
Office Space Benchmark	N/A
Agencies Located in Facility	Department of Adult and Juvenile Division (DAJD)

The King County Correctional Facility provides detention services and is operated by DAJD. The facility operates as a 24-hour, seven day a week operation. FMD meets with DAJD leadership regularly to discuss facility support needs to ensure the safety and security of the facility as well as detention staff and the public. Facilities that house persons in 24-hour operations are the highest priority for FMD responses.



Maleng Regional Justice Center (MRJC)

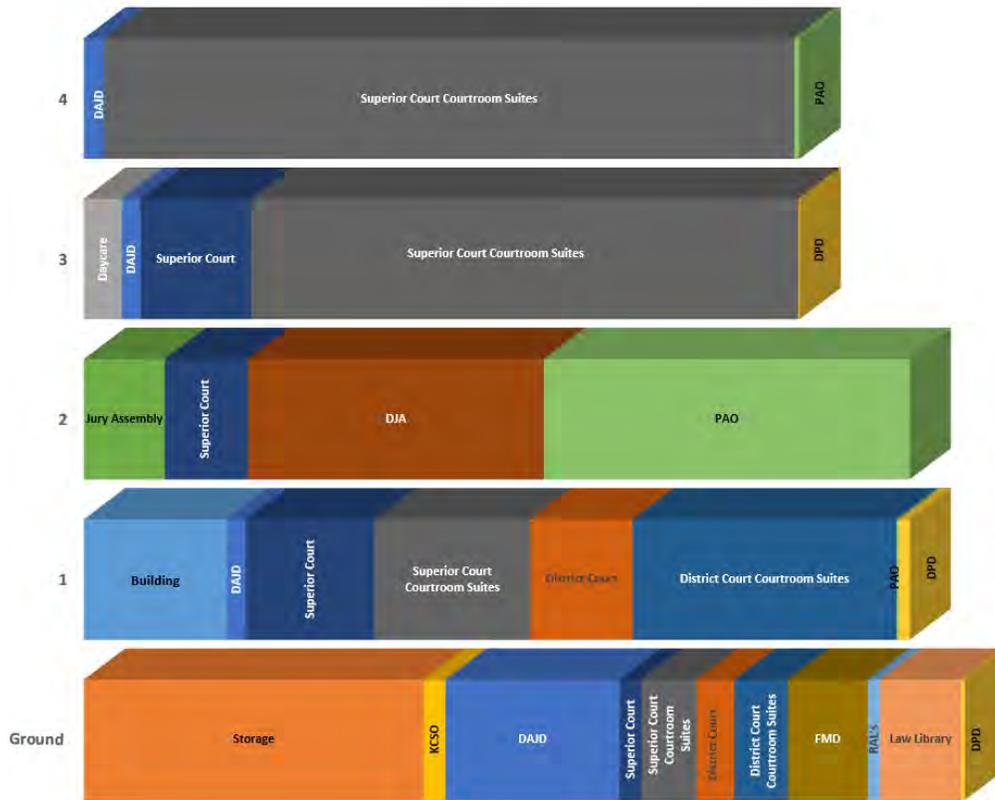
Address	401 Fourth Ave. N, Kent
Year Built	1997
Building Net Square Footage	233,000
Construction Class	Masonry
Lot Size	425,205
Present Use	Governmental Service
Views	No
Waterfront	No
Office Space Benchmark ¹⁹	205 USF per FTE
Agencies Located in Facility	<ul style="list-style-type: none"> • Department of Adult and Juvenile Detention (DAJD) • King County Superior Court • King County District Court • Department of Judicial Administration (DJA) • King County Sheriff's Office (KCSO) • Prosecuting Attorney's Office • FMD

The Maleng Regional Justice Center (MRJC) provides detention services operated by DAJD, as well as court services open to the public. The detention portion of the facility operates as a 24-hour, seven day

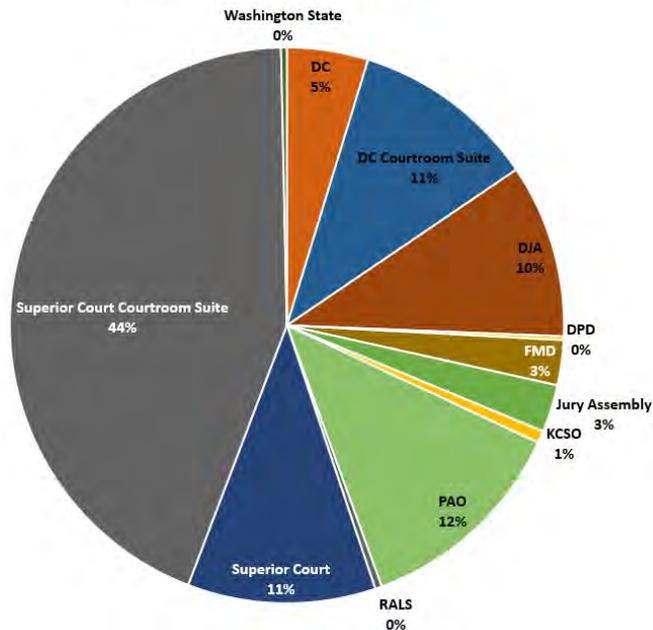
¹⁹ The office space benchmark for the MRJC does not apply to, nor does it include in the calculation, space identified as courtroom suites (courtrooms, courtroom ante rooms, judges' chambers, bailiff's offices, commissioners' offices, jury rooms and any restrooms for the exclusive use of jurors and judges)

a week operation. FMD meets with DAJD leadership regularly to discuss facility support needs to ensure the safety and security of the facility as well as detention staff and the public. Facilities that house persons in 24-hour operations are the highest priority for FMD responses.

MRJC 2025



MRJC % Space Allocation by Department





Judge Patricia H. Clark Children and Family Justice Center (CCFJC)

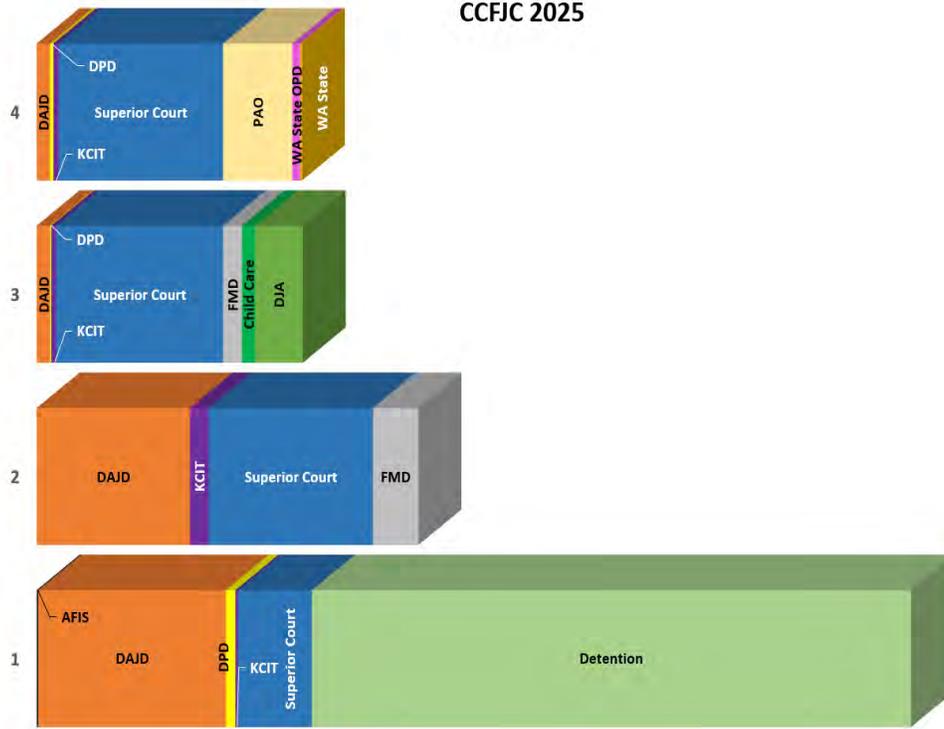
Address	1211 E Alder St.
Year Built	2019
Building Net Square Footage	237,533
Construction Class	Structural Steel
Lot Size	365,674
Present Use	Governmental Service
Views	No
Waterfront	No
2025 Office Space Benchmark ²⁰	205 USF per FTE
Agencies Located in Facility	<ul style="list-style-type: none"> • King County Superior Court • Department of Judicial Administration (DJA) • Prosecuting Attorney’s Office (PAO)) • Department of Adult and Juvenile Detention (DAJD) • FMD

The Judge Patricia H. Clark Children and Family Justice Center (CCFJC) opened for use in February 2020 and provides space for courts services for youth and families, an on-site school in partnership with Seattle Public Schools, a detention center, and two large conference rooms that available for County and public use.

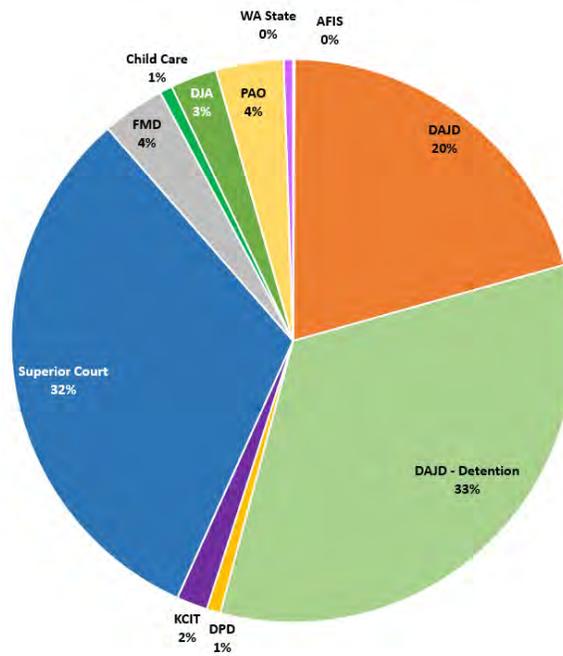
²⁰ The office space benchmark for the MRJC does not apply to, nor does it include in the calculation, space identified as courtroom suites (courtrooms, courtroom ante rooms, judges’ chambers, bailiff’s offices, commissioners’ offices, jury rooms and any restrooms for the exclusive use of jurors and judges)

The facility operates as a 24-hour, seven day a week operation. FMD meets with DAJD leadership regularly to discuss facility support needs to ensure the safety and security of the facility as well as detention staff and the public. Facilities that house persons in 24-hour operations are the highest priority for FMD responses.

CCFJC 2025



CCFJC % Space Allocation by Department



2. 2025 Leased Locations

Table 2 below shares information related to leased office space; Appendix H contains a full list of leased properties including public health, law enforcement, and other non-office space properties.

Table 2 – Leased Office Space Locations

Building Name	Address	City	Lease Area	Expiration Date	Tenant
Work Source - Tukwila	645 Andover Park W	Tukwila	20,926	8/31/2029	DCHS
Vets - Parkwest Commons	625 Andover Park W	Tukwila	9,085	8/31/2029	DCHS
Vashon DLS	17141 Vashon Hwy. SW	Vashon	100	12/31/2025	DLS
Skyway Resource Center	12610 76th Ave. South	Seattle	455	12/31/2028	DLS, DPH
JEFFERSON BLDG	1401 E Jefferson St.	Seattle	21,039	5/31/2035	DPD
Ninth & Jefferson Building	908 Jefferson St.	Seattle	963	3/31/2027	DPD
Meeker Law Building	420 W Harrison St.	Kent	24,370	6/30/2029	DPD ACA
SeaTac Village Shopping Center	1700 S 320th St.	Federal Way	1,813	10/31/2027	DPH
Environmental Health North Cr.	19119 North Creek Parkway	Bothell	2,487	9/30/2028	DPH
Ninth & Jefferson Building	908 Jefferson St.	Seattle	44,000	12/31/2036	FMD Harborview
Columbia Center	701 5th Ave.	Seattle	34,548	8/21/2033	PAO
PAO Family Support	724 W Smith St.	Kent	6,090	8/31/2026	PAO
Cedar Hills Trailer	16646 228th Ave. SE	Maple Valley	21,500	3/31/2030	SWD
Pennon Bldg.	5303 1st Ave. S	Seattle	14,976	2/29/2028	KCSO, Transit
KCSO Office, Parking, Storage	4100 Carillon Point	Kirkland	1,321	M-M	KCSO
Graybar Building	416 Occidental Ave. S	Seattle	22,000	6/30/2029	FMD, FBOD, KCIT, Transit
Interbay Office Warehouse WTD	2501 W Commodore Way	Seattle	68,972	5/31/2043	WTD

D. New and Expanding Lines of Business

This section presents new and expanding lines of business that FMD has been engaged in since the 2019 RAMP.

1. Acquisitions

Prior to 2020, building and facility acquisitions were rare. Since 2020, FMD has acquired 22 new facilities to support various County functions and initiatives, including Health Through Housing (HTH), Crisis Care Initiative, and Harborview Bond Project, among others. A list of buildings acquired during the 2019-2025 period is shown in Table 3 below.

Table 3 – Buildings acquired during 2019-2025

Building Name	Address	City	King County Program/Use	Year Acquired
Kent Valley Professional Center	124 4th Ave. S	Kent	General Portfolio/Retail Space	2019
Central Motel	1233 Central Ave. N	Kent	Former Isolation and Quarantine Shelter – Surplus process underway	2020
Downtown Public Health	2124 4th Ave.	Seattle	Public Health Facility	2020
Argyle Building	411 Jefferson St.	Seattle	HTH	2021
Bob G Inn	505 1st Ave. N	Seattle	HTH	2021
Don’s Place	9 16th St. NW	Auburn	HTH	2021
Haven Heights	2122 152nd Ave. NE	Redmond	HTH	2021
Mary Pilgrim Inn	14115 Aurora Ave. N	Seattle	HTH	2021
Salmonberry Lofts	224 S Washington St.	Seattle	HTH	2021
Sidney Wilson House	1150 Oakesdale Ave. SW	Renton	HTH	2021
The Booker House	1400 S 320th St.	Federal Way	HTH	2021
The Gateway	13300 Stone Ave. N	Seattle	HTH	2021
Federal Way (Former) Extended Stay	1688 S 348th St.	Federal Way	HTH	2021
Cascade Hall Residential Facility	204 NE 94th St.	Seattle	DCHS	2022
La Quinta	10530 Northup Way	Kirkland	HTH	2022
Sharyn Grayson House	1010 E Republican St.	Seattle	HTH	2023
Dexter Horton	710 Second Ave.	Seattle	Civic Campus	2024
Shoreline Behavioral Health Center	1514 NE 146th St.	Shoreline	DCHS	2024

Building Name	Address	City	King County Program/Use	Year Acquired
Renton (Former) Red Lion Hotel	1 S Grady Way	Seattle	Former Isolation and Quarantine Shelter – Surplus process underway	2024
9th & Alder	755 Alder St.	Seattle	Harborview Bond Project	2024
RASKC Shelter	5920 S 194th St.	Kent	Animal Shelter	2025
Sobering Center Sodo	1950 1st Ave. S	Seattle	DCHS	2025

FMD continues to actively work on several potential acquisitions in support of County agencies or initiatives, including locations for the Crisis Care Center initiative and a new location for the King County Sheriff’s Office Property Management Unit.

2. Harbor Island Studios

In 2021, FMD, in partnership with the Department of Natural Resources and Parks’ Solid Waste Division and the Office of the Executive, with the support of the King County Council, transformed 117,000 square footage of County-owned warehouse space into a fully functioning film production studio known as Harbor Island Studios.

Harbor Island Studios was created to counteract the lack of resources for a once thriving film community in King County. The studios are operated by the Office of Creative Economy within the Executives Department, in support of the Action Plan to Prioritize Growth of Local Film Industry.²¹ Harbor Island Studios gives an opportunity for industry professionals to keep working in King County rather than in other states and countries. What was formally used as a warehouse for storage has now been renovated, creating two soundproof stages with office spaces that are available for postproduction and other clerical needs. FMD provides ongoing support to Harbor Island Studios, including issuing special use permits to users of the space, custodial service, and providing in-person facilities management support to assist with facility and access issues.

E. Long-Term Facility Planning Initiatives

This section presents current FMD efforts to provide long-term facility planning, including updates to 2019 long term facility planning and new 2025 long term planning initiatives.

²¹ Action Plan to Prioritize Growth of Local Film Industry [\[LINK\]](#)

1. Updates from 2019 Long-Term Facility Planning

The 2019 RAMP included eight long-term planning strategies. Table 4 below provides an update on these strategies.

Table 4 – Status of 2019 Long-Term Facility Planning Initiatives

2019 RAMP Long-Term Facility Planning Initiative	2025 Update	Current Status
Civic Campus Master Plan Scoping and Methodology Proposal	<p>The Executive established a Community Advisory Committee and a Government Partners Committee to advise on civic campus planning. The former is comprised of engaged community partners. The latter is comprised of elected leaders from King County and the City of Seattle, as well as judges, other government leaders, and staff. Northwest Studio and the FMD kicked off a four-phase planning effort:</p> <ul style="list-style-type: none"> • Phase I: Project Understanding/Data Gathering (2018) • Phase II: Gap Analysis (2020) • Phase III: Planning/Analysis (2019-2020) • Phase IV: Strategic Plan Development and Actions (2020-ongoing) <p>This work resulted in the King County Civic Ground strategic plan²² to guide the transformation of County buildings and urban spaces. It also resulted in a shared vision and guiding principles to aid in aligning planning strategies for new facilities with County and community priorities. The vision and guiding principles were developed by interested parties, clients, neighbors, and County officials and embraced by King County.</p> <p>Work to be continued 2025-2027: The next phase includes a 2026-2027 budget proposal to establish a Civic Campus Stewardship Committee by ordinance. The Committee will facilitate the development and implementation of a Civic Campus Master Plan.</p> <p>FMD will review information gathered in the Civic Campus effort to finalize a facilities requirements assessment and document any gaps identified in operational needs to inform future RAMP reports.</p>	In Progress

²² King County Civic Ground strategic plan [\[LINK\]](#)

2019 RAMP Long-Term Facility Planning Initiative	2025 Update	Current Status
King County Courthouse Revitalization Project	<p>FMD continues to evaluate projects that meet the life and safety criteria established for KCCH projects as well as considerations and recommendations from the Downtown Civic Campus study. This includes:</p> <ul style="list-style-type: none"> • Fire Alarm Project – The KCCH Fire Alarm Replacement Project will replace the Fire Alarm system for the KCCH with a new system control panel and notification devices that will be the latest technology being standardized throughout the County. • Elevator Assessment – The King County Courthouse Elevators Assessment study is just one part of the scope of services for assessing elevators Countywide. The project is in the phase of creating a Goods and Services contract scope of work with site work to begin Q4 2025. This project includes an assessment of the working conditions and safety of the Courthouse’s 10 public elevators, internal staff elevator, and two freight elevators, including one that transports defendants to and from the courtrooms. • Superior Court Chief Criminal Court project – The Chief Criminal Courtroom project will remain in the planning and pre-design phase through 2025, with an emphasis on examining different space options and comparable costs, the related cost impacts of transporting jail residents to court, and general planning and coordination with removal of the existing Skybridge to the Jail and envisioned Civic Campus Plan. 	In Progress
Archives and Records Center Warehouse	Capital improvements of the Archives Building were completed in 2024. The improvements at the Archives Building included improved customer service space, a doubling of the space with HVAC climate control systems, and the installation of high efficiency lighting.	Completed
Space Needs for the Department of Public Defense	The 2016 and 2019 RAMP outlined the continued need for space for public defense staff near the KCCH, CFJC and MRJC locations. FMD has made progress to address the space needs for DPD with the purchase of the Dexter Horton building in downtown Seattle, renewed lease of space at the Jefferson Building near the CCFJC, and expansion of DPD space at the Kent	In Progress

2019 RAMP Long-Term Facility Planning Initiative	2025 Update	Current Status
	<p>Valley Professional Center located near the MRJC. Due to recent standards adopted by the Washington State Bar Association, DPD staffing and space needs will continue to rise as DPD anticipates a significant increase in staffing over the next several years. FMD continues to actively work with DPD to provide office space solutions, including expanding the DPD footprint at both Dexter Horton and Kent Valley Professional Center.</p>	
<p>Managing Facilities Associated with King County Public Health</p>	<p>FMD continues to support DPH efforts to reduce facility overhead costs by helping them find and move to locations where partnerships and integrated services can be brought under the same roof or onto the same campus, and by surplus or repurposing costly buildings that are no longer needed. Recent property actions to support DPH include:</p> <ul style="list-style-type: none"> <p>• Purchase of the Downtown Public Health Building in 2020. The clinic provides a range of vital health services, with a focus on serving people who are experiencing homelessness, and associated support programs such as primary care, dental services, Women, Infants and Children Nutrition (WIC), maternity support services, Kids Plus, refugee screening, opioid use disorder services, and a needle exchange. Ownership of the property will allow for the continuation and expansion of services without the restrictions inherent in leasing from a private landlord.</p> <p>• Sale of the Federal Way Public Health Building to HealthPoint (HP) in May of 2025. King County transferred ownership of the facility to HP in exchange for HP’s renovation of the building and a granting of free rent to the County for 10 years, among other financial considerations. The lease contains two five-year options, and the lease rate will be at market value at the time the option is exercised.</p> 	<p>In Progress</p>

2019 RAMP Long-Term Facility Planning Initiative	2025 Update	Current Status
	FMD will continue to partner with PHSKC to review and evaluate property leases and suitability of property to meet Public Health’s needs as existing leases expire.	
Downtown Facility Planning	Ongoing downtown facility planning will be incorporated into the Civic Campus Master Planning effort.	Closed
Harborview Campus	<p>On November 3, 2020, more than 70 percent of King County voters approved Proposition 1, authorizing the County to sell \$1.74 billion in bonds to fund facility and infrastructure improvements at Harborview Medical Center (HMC). Since its passage, FMD has worked diligently to establish the necessary organization and management structures needed to implement this complex capital program; one of the largest in King County’s history.</p> <p>The Harborview Bond Project updated Program Plan was approved by Motion 16435.²³ It has three key components: 1) construction of a new multi-story medical tower; 2) renovation of essential services currently located in older hospital spaces, and 3) expansion of County spaces located in older hospital facilities. The updated Program Plan was developed after considering the operational needs of Harborview and the shared priorities of King County, the Board of Trustees, and UW Medicine.</p> <p>The Harborview Bond Program publishes regular dashboards to share progress on the Harborview Bond Program website. In addition, the County Executive provides regular monthly to the County Council on the status of the Harborview Bond program.</p>	Ongoing
South County Facility Planning	FMD continues to partner with agencies to address space needs in the south county area. This includes bringing the Blackriver Building to full occupancy and purchase of the new Kent Animal Shelter building, anticipated to open in 2027. FMD continues to investigate options to meet the expanding needs of DPD in the vicinity of the MRJC, and FMD is actively	Ongoing

²³ Appendix E - Motion 16435

2019 RAMP Long-Term Facility Planning Initiative	2025 Update	Current Status
	looking for space in the south county area for the King County Sheriff’s Office property management unit.	

2. Pandemic Related Facility Planning

When the COVID-19 pandemic hit, the County responded quickly to ensure the safety of County staff while still providing needed services to King County residents. Once it was understood the pandemic was not going to be a short-term situation, County agencies began planning related to the new state of work, in which few office employees were in the buildings 40 hours a week, most were hybrid, and some were working full-time from non-County locations. The projects and initiatives discussed below were developed to specifically address the changes to space use brought on by the pandemic and are either nearing full completion or becoming obsolete. However, the impact on how FMD thinks about and manages space will continue into the future.

a. Space Consolidation Project (SCP)

In September 2020, as part of the 2021-2022 biennial budget proposal, the Executive proposed to consolidate downtown Seattle office space, including reducing leased office space use, closing and vacating the Administration Building, and co-locating a number of customer-facing services at King Street Center.

The Space Consolidation Project included three major components:

- **Administration Building Closure:** Relocating all tenants and services from the Administration Building to new locations and updating building settings to minimum standards for safety and security to reduce operating and major maintenance expenses.
- **Department Relocations:** Vacating and consolidating office space in multiple downtown locations to reduce leased office space commitments and creating space for agencies relocating from the Administration Building.
- **Combined Customer Service Center:** Consolidating King County customer-facing services from multiple locations to one centralized location.

Office space consolidations began in December 2020; the King County Customer Service Center opened to the public at King Street Center in April 2023, and the final tenant (FMD) was relocated from the Administration Building in September 2024. In total the SCP included 42 individual projects or relocations and impacted over 4,700 employees.

b. Future of Work (FOW) and Return to Office (RTO)

In response to the 2020 pandemic, King County agencies dramatically shifted how County office space was used. Many agencies adapted to nearly fully remote and hybrid work schedules for most employees. This was the inception of the County’s SCP which substantially reduced the amount of office space allocated to each agency, primarily downtown. Due to a number of factors, including the need for increased collaboration, the County Executive announced a Return to Office initiative in 2024, with the goal of having County employees back in County space at least three days a week.

As part of the RTO initiative, FMD worked with a consultant, JLL, to document agencies' current workstation capacity and gain an understanding of agency requirements to meet the Executive's direction. FMD will continue to work with agency partners to review space plans, help maximize use of current space and ultimately meet the three-day-per-week goal. In addition, FMD will review its portfolio to expand the Collaboration Space project, which is dedicated to providing collaboration space, additional conference rooms, and hoteling desks available to all County agencies and staff. This effort will allow agencies to better meet the Countywide RTO goals without agencies necessarily having to increase individual footprints.

c. New 2 You

Due to agency moves and space reductions as part of the SCP, FMD was left with a considerable amount of furniture, cubicle parts, and supplies that were not moved or needed in the new agency spaces. Most of these items were in good condition with years of use left. However, the Fleet Services Division (FSD) Surplus Team's warehouse did not have room to store the large amount of inventory. To prevent these items from going to the landfill, FMD partnered with the FSD Surplus Team to create the New 2 You program.²⁴

The New 2 You pilot inventories, catalogues, and lists the furniture on a website that allows County agencies to shop the County before purchasing new. FMD estimates that as of February 2025, New 2 You had prevented almost 44 tons of material from going into landfills and saved the County over \$370,000 as agencies chose to reuse existing furniture instead of buying new, all at a cost of under \$37,000.

FMD and FSD will continue to partner around the future of this program.

3. New Long-Term Planning Initiatives

a. Downtown Security Planning

To support the safety and security of people and facilities, FMD has initiated several safety and security related changes in facilities. These include:

- Securing elevators in office buildings to require badge access to access employee only floors and work areas;
- Increasing security officer training to include the use of Narcan and other lifesaving tools;
- Increasing security officer staffing at key locations and during peak hours;
- Installation of Stop the Bleed stations in several downtown buildings (Appendix I);
- Centralization of first aid kits and AED stations, managed by FMD and supported by a vendor, to ensure access to consistent lifesaving tools and equipment;
- Enhanced security at the Downtown Public Health Center and other Public Health Clinics through new entryways, additional security cameras, duress button installation, window shades, and alarm systems;
- Installation of shatter resistant window film in identified downtown locations;
- Creating a consolidated communication plan to ensure quick communication to tenants when issues arise;
- Additional cleaning and maintenance of King County facilities and surrounding areas to keep them clean, free of graffiti, and clear of hazards to ensure campus areas remain a safe and welcoming environment.

²⁴ New 2 You [\[LINK\]](#)

FMD meets with the Campus Safety and Security Core Team, comprised of the Executive Office sponsor, DHR, KCSO, DCHS, Metro, and FMD, monthly to review security needs of facilities and potential improvements.

b. Health Through Housing

King County’s Health Through Housing (HTH) initiative is an innovative, regional approach that accelerates the County's ability to address chronic homelessness. HTH arose as a concept and initiative in 2020 as the COVID-19 pandemic posed a once-in-a-generation challenge to the King County region and the world. COVID-19 amplified pre-existing crises of homelessness, housing affordability, and racial inequity. HTH is focused on creating and operating Emergency and Permanent Supportive Housing with services for households in King County that are experiencing chronic homelessness or at risk of chronic homelessness.²⁵ The HTH initiative is also designed to annually reduce racial and ethnic disproportionality among persons experiencing chronic homelessness in King County.^{26, 27}

In 2020, King County enacted Ordinance 19179, codified as King County Code (KCC) 4A.503, to impose the HTH sales tax.²⁸ In 2021, three Ordinances to guide HTH planning were enacted. The ordinances established goals and strategies for HTH and formally adopted the Initial HTH Implementation Plan.^{29, 30}

FMD partners with DCHS to provide housing for individuals experiencing or at risk of homelessness. FMD owns 11 facilities, listed in table 5 below, operated by non-profits and agencies supporting the unhoused community with services such as case management, employment navigation, transportation access, and connections to physical and behavioral health services. HTH offers two types of housing, Permanent Supportive Housing (PSH) and Emergency Housing (EH), both of which feature 24/7 staffing.

Table 5 – Health Through Housing Locations

HTH Site Name	City	Address	Operator
Sidney Wilson House	Renton	1150 Oakesdale Ave. SW	Catholic Community Services (CCS)
Don’s Place	Auburn	9 16TH St. NW	Compass Housing Alliance
Haven Heights in Honor of Bruce Thomas	Redmond	2122 152nd Ave. NE	The Salvation Army
ARGYLE	Seattle	411 Jefferson St.	Vacant
Mary Pilgrim Inn	Seattle	14115 Aurora Ave. N.	DESC
Salmonberry Lofts in Honor of Peter Joe	Seattle	224 S Washington St.	Chief Seattle Club

²⁵ King County Code 24.30.030.A.3. [\[LINK\]](#)
²⁶ King County Code 4A.503.040.B. [\[LINK\]](#)
²⁷ Initial Health Through Housing Implementation Plan. [\[LINK\]](#)
²⁸ King County Code 4A.503. [\[LINK\]](#)
²⁹ King County Code 24.30. [\[LINK\]](#)
³⁰ Ordinance 19236. [\[LINK\]](#)

HTH Site Name	City	Address	Operator
The Gateway in Honor of Tenaya Wright	Seattle	13300 Stone Ave. N	DESC
The Booker House	Federal Way	1400 S 320th St.	Urban League of Metropolitan Seattle
HTH Kirkland	Kirkland	10530 Northup Way	Plymouth Housing
Sharyn Grayson House	Seattle	1010 E Republican St.	Lavender Rights Project
HTH Queen Anne	Seattle	505 1st Ave. N	Vacant

In 2024, the initiative’s third full year of operation, HTH continued expanding the availability of supportive housing across the region in collaboration with host jurisdictions, neighboring communities, and community-based supportive housing operators. HTH ended 2024 with 1,434 secured units across 17 locations in seven cities: Auburn, Burien, Federal Way, Kirkland, Redmond, Renton, and Seattle. A total of 1,281 people were served through the initiative in 2024 – a net increase of 370 distinct residents since 2023.

c. Crisis Care Centers

In April of 2023, King County voters approved the Crisis Care Centers Initiative³¹ to create a countywide network of five crisis care centers, restore and expand mental health residential treatment beds, and strengthen the community behavioral health workforce.

FMD is actively working with DCHS to identify and acquire suitable properties to meet the goals of the Crisis Care Initiative. The first Crisis Care Center, Connections Kirkland, is open, and the County plans to open four more centers in Central (Seattle/Vashon), South and East King County, as well as one for youth.³²

d. All People Restrooms

In 2016, the city of Seattle updated their municipal code to require that all single-occupancy restrooms be designated as All Gender restrooms.³³ King County instated this policy in all County owned buildings under the All People Restrooms (APR) initiative. The goal of the initiative is to provide safe and respectful restrooms for all King County employees. However, in many FMD owned and operated buildings, there are limited single-occupancy restrooms, which are often not in easily accessible areas. For example, the only single-occupancy restrooms in Chinook are in the basement, and the only single-occupancy restroom in King Street Center is in the parking garage.

King County’s APR initiative was revived in 2021 at the request of the Department of Public Health (DPH) and the Department of Human Resources (DHR). This initiative is led by FMD and overseen by a County-wide workgroup made up of department leadership and impacted employees. It is focused on multi-occupant restrooms. To date, this initiative has been broken into three phases.

³¹ Crisis Care Centers Initiative [\[LINK\]](#)

³² In July of 2025, King County began the acquisition process for the Broadway Crisis Care Center, centrally located in the First Hill neighborhood. [\[LINK\]](#)

³³ Seattle City Municipal Code 14.07 [\[LINK\]](#)

Phase One of the APR initiative was completed in December of 2022. This unfunded phase consisted of the re-signing of three sets of restrooms for designated use as All People Restrooms. Those restrooms are located on CNK 5th and 12th floors and KSC 3rd floor. FMD worked with the departments located in those locations (DCHS, DPH, DLS) to ensure that all King County employees have access to those restrooms. In addition, the APR workgroup created change management and communication materials specific to APRs for those agencies and County staff in general.

Funding was approved for Phase Two and Phase Three for capital improvement projects in the 2023-2024 and 2025 budgets respectively. Phase Two work is divided into two parts. The first is to increase privacy in the three existing sets of multi-occupant APRs by adding extensions to the stall walls and new doors. The second is to create a standard design for multi-occupant APRs going forward and to renovate two sets of restrooms (CNK 13th floor and KSC 8th floor) based on those designs. The design work has been completed and a schedule for the renovation work is in development. Phase Two is anticipated to be completed in the first quarter of 2026.

Phase Three is meant to expand multi-occupant APRs beyond CNK and KSC. The APR workgroup is being consulted to help identify a set of restrooms in another County building to convert to APRs, with the goal of beginning the renovation work before the end of 2026. Funding for additional phases will be considered for future budget proposals.

e. Americans with Disabilities Act Program

As part of FMD's dedication to ensure County buildings are accessible to all, a new Americans with Disabilities Act (ADA) program is being established in FMD.

The first priority for this program will be working with ADA Coordinators from DAJD and DPH in response to a settlement with the Department of Justice (DOJ) over ADA violations in adult detention facilities.

The program will also be responsible for comprehensive ADA assessments of all of FMD's owned and managed buildings and creating a plan to ensure compliance with current ADA code and increase accessibility to and in County buildings, with an initial focus on public access.

f. Collaboration Space Project

In 2024, FMD launched a pilot for the Collaboration Space Project on the 13th floor of Chinook. FMD initiated this project in response to feedback received from customers that were struggling with the competing pressures of reduced space and the need to have more staff return to the office for collaboration purposes. The 13th floor was repurposed into a conference center with a large collaboration space that can be reserved for events with over 100 participants, 20 conference room spaces, and over 50 workstations available for reservation via the Indoors Online Reservation system.

The 13th floor has become a popular location for meetings (Appendix J), events, and drop in use. Due to space constraints and ongoing construction projects there have been changes to the use of parts of the 13th floor. However, FMD is developing plans to add additional shared workstations, collaboration, and conference room space on the vacant Chinook 3rd floor and other facilities throughout the County.

g. Strategic Asset Management Plan

Asset management has always been a part of FMD, but it has not been centralized or viewed strategically. The significant increase in physical assets in FMD's portfolio during the pandemic has highlighted the importance of managing assets systematically to reduce unforeseen maintenance issues that impact daily operations. In 2025, FMD is launching a new effort to develop a Strategic Asset Management Plan that will take a comprehensive and strategic look at FMD's buildings and fixed assets. The development and implementation of a Strategic Asset Management Plan will allow FMD to better serve customers by creating comprehensive proactive maintenance and asset life cycle plans that support efforts to maintain, rehabilitate, or replace assets while meeting climate and sustainability goals.

F. RAMP Policies

The policy framework for the County's RAMP sets the direction for the management of real property assets consistent with the Executive's True North values. This framework ensures that real property assets and workspace activities demonstrate sound stewardship and value to County operations.

The 2025 RAMP updates 2019 policies to reflect the changing needs and goals of King County. Revisions provide clarification, remove outdated policies and add new policies to address common issues arising since the 2019 RAMP. Highlighted updates include the addition of a policy allowing for changes between RAMP cycles to be more responsive to changing conditions and a new policy section regarding special events held in FMD managed properties. A full crosswalk of policy changes from 2019 can be found in Table 6.

The 2025 RAMP updates FMD's policies to reflect the changing needs and goals of King County.

1. Real Property Asset Management Policies (RAMP)

- 1.1 The Facilities Management Division shall consider Equity and Social Justice (ESJ) impacts, as well as financial benefits, when making investments in real estate assets.*
- 1.2 The County's real property asset management strategy will support the agency/departmental business plans and the County's Equity and Social Justice program by managing County-owned and leased space efficiently, economically, sustainably, and with equity.*
- 1.3 FMD, in partnership with County agencies, will review its properties regularly and dispose of underutilized and non-performing properties in accordance with King County Code section 4.56.070. Properties will first be reviewed for Affordable Housing, reducing lost opportunity costs, risk exposure and maximizing benefit.*
- 1.4 Real property asset information should be comprehensive and readily accessible to support strategic asset planning, performance analysis, and budget setting.*
- 1.5 Real property is managed in an environmentally and sustainably responsible manner, consistent with adopted County policies. Future building development should consider the total embedded carbon and other measures to determine cost-effective strategies to sustainable development.*
- 1.6 Any changes made to RAMP policies between the Council review dates must be approved by the Real Estate and Major Projects Oversight Committee (REMPOC).*

2. Financial Policies

- 2.1 *All real property asset management policies, practices, and actions will be implemented by balancing the County's financial constraints with equity impacts; alternatives shall be evaluated for their Countywide impact using life-cycle cost analyses to include the total range of costs over the life of the asset.*
- 2.2 *In addition to fiscal notes, operating and capital improvement proposals transmitted to the King County Council will, where appropriate, provide a property summary outlining the full range of anticipated tenant improvements including furniture, fixture, equipment, building occupancy, relocation costs, and applicable required sustainability costs.*
- 2.3 *When agencies request relocations, within County-owned space or to or from leased space, FMD will strive to develop cost effective solutions. Short- and long-term costs will be evaluated to include the impact on the Countywide utilization of office space in alignment with County policies or initiatives.*
- 2.4 *Over the long term, the County will balance the ongoing needs for investing in owned office space against leased office space options, especially when space needs are unknown or likely to fluctuate over time with a focus on overall public benefit.*
- 2.5 *When making a request for assistance or support from FMD, agencies should include funding information in the initial request for FMD services outside of basic building maintenance, such as, but not limited to, capital improvement projects, tenant improvement requests, real estate acquisitions, leasing requests, and space requests.*
- 2.6 *Major repair costs associated with upgrading or preparing a building for surplus sale need to be budgeted in an FMD capital fund. The costs incurred will be reimbursed from the proceeds of the sale promptly.*
- 2.7 *In accordance with King County Code (K.C.C.) 4.56.130, County organizations responsible for surplus sales will be reimbursed for advertising, postage, and selling fees, including appraisal costs, if any, from the proceeds of the sale.*
- 2.8 *Decisions regarding which fund(s) benefit from the sale of general government owned assets and net proceeds after paying all sales preparation and closing costs shall be determined on an asset by asset basis by the County Executive and the County Council. This determination shall be based on the long-term obligations related to the building's original funding, any grant obligations or bond covenants; the nature of the original funding, such as general obligation bonds, any residual debt service requirements, or Executive and/or the Council's discretion informed by current budget priorities.*
- 2.9 *All mothball costs will be paid by the General Fund, unless otherwise determined by the Office of Performance, Strategy and Budget (PSB).*

3. Building Operations and Maintenance Policies

- 3.1 *FMD shall provide a Service Level Commitment (SLC) to agency customers that identifies the services and service levels offered as part of the published rates. Services or items not outlined in the SLC are not included in the base rate and may be subject to review by FMD leadership for additional charges.*

- 3.2 FMD operations and maintenance practices will strive to incorporate actions, strategies, measures, and requirements of the County's Energy Plan, Strategic Climate Action Plan (SCAP), Green Building Ordinance (GBO) and state and local regulations.
- 3.3 FMD will proactively identify and implement efficiency improvements for individual buildings and the County's asset portfolio.
- 3.4 Small appliances such as personal heaters, microwaves, and coffee makers are not allowed in cubicles, offices, or general office areas.
- 3.5 Preventive maintenance and major maintenance programs for the County's buildings will emphasize identifying and reducing the risk of unanticipated service delivery interruptions and extending the useful life of County assets.
- 3.6 FMD shall prioritize preventative and corrective maintenance and compliance inspections over tenant improvement requests.
- 3.7 Buildings that are considered vacant, partially active, or considered to be surplus will be subjected to a reduced level of capital investment for rehabilitation or upgrade. Long-term capital investments will be limited to building components that are a direct threat to health, safety and security, or would result in failure of an essential building component. Short-term capital investments will be made to maintain the asset to ensure there is no damage to the asset or surrounding areas.
- 3.8 The County will continue to reduce use and improve management of resources (energy, water, and waste) through improvements in facility and equipment optimization and efficiency, procurement, construction practices, and resource conservation.
- 3.9 FMD will perform routine maintenance on water systems to maintain water quality in buildings and facilities as resources are available. To better manage stormwater, FMD will actively engage in utilizing methods that reduce surface water runoff and impervious surfaces in relevant projects.
- 3.10 For leased site maintenance, maintenance and service responsibilities shall be subjected to a lease review prior to FMD staff performing work.

4. Workspace Design Policies

- 4.1 County employees will be provided safe, secure, and healthy workspaces. The specific application of space design to achieve these objectives is the prerogative of County management.
- 4.2 FMD will be responsible for continuous development, issuing, and enforcing Countywide space standards.
- 4.3 King County agencies and departments will consider workspace functionality and space use efficiencies in return to office policies and continuous improvement efforts.
- 4.4 Maximizing the County's return on investment in office space takes precedence over single agency/department needs, when significant benefits to the County can be realized or major capital and operating costs are involved.
- 4.5 King County workspaces will be designed for flexibility and financial sustainability, to promote employee productivity. Where feasible, King County workspaces will be designed to achieve County space standards. Documented adjustments may be made to account for a building's physical constraints, lack of funding, or specific functional needs.

- 4.6 All County agencies will use modular furniture, standardized where feasible, to create open and flexible workspaces. The County shall prioritize space design that results in moving people, not furniture, whenever possible. Future flexibility in reuse and workspace reconfigurations will be considered during the procurement process. Use of secondary market furniture and surplus standardized modular furniture shall be prioritized to meet sustainability and financial stewardship goals and to reduce waste.
- 4.7 All new furniture purchases for use in FMD owned, leased, or managed facilities must be reviewed and approved by FMD prior to purchase to ensure alignment with FMD policies and future flexibility in reuse or workspace reconfigurations.
- 4.8 In FMD owned and managed facilities FMD will promote appropriate workspace utilization through co-location and consolidation of functions, services, and agencies, and by creating workspaces that are easily occupied and can be used by other County functions.
- 4.9 Workplace designs will integrate current building standards with existing and established building systems and fixtures. Designs should incorporate accessibility, human resources, and information technology standards and programs to create workplaces for diverse types of work functions and environments.
- 4.10 All changes or conversions of space use shall be reviewed and approved by FMD to also ensure alignment with building codes, safety policies, workspace functionality, and space use efficiency benchmarks.
- 4.11 Tenant agencies that customize office space in County-owned buildings are responsible for costs related to additional maintenance and/or additional services. Tenant agencies will also be charged for restoring the space to its standard configuration when vacated.
- 4.12 All wayfinding and building signage is the responsibility of FMD. Signage will be designed using FMD approved signage standards and in accordance with ADA guidelines.

5. Facility Location Policies

- 5.1 King County functions requiring heightened security and/or weapons screening, will be located, to the extent possible, in existing secured County buildings. Related support functions will also be co-located in existing secured County buildings where possible.
- 5.2 County services that are public facing will be located, to the extent possible, where service delivery is most cost effective and efficient. Equity and social justice opportunities and impacts of potential locations will be assessed.
- 5.3 For County agencies and operations that are not public facing, potential locations will be assessed for feasibility, cost effectiveness, and equity for facility/location placements.
- 5.4 Long-term asset management of County properties shall consider the needs of agencies and the public that would benefit from proximity of locations.
- 5.5 The County shall take into account the equity and social justice opportunities for capital investments within a community when siting a facility or changing locations to improve service delivery.
- 5.6 Criminal justice functions and services will be regionally co-located at or near the King County Courthouse in downtown Seattle, the Judge Patricia H. Clark Children and Family Justice Center in

Seattle, or the Maleng Regional Justice Center in Kent, to the extent feasible and desirable. Coordination or co-location of criminal justice functions will take place in conjunction with County-adopted plans.

- 5.7 *County workspace planning will review department locations flexibly, based on identified functional requirements, teleworking/hybrid requirements, economic benefits, asset management policies, business hours, and future adaptability, rather than on the basis of designated buildings.*

6. Building Design Policies

- 6.1 *King County will site its essential public facilities consistent with the County's Comprehensive Plan Essential Facility siting policies and with consideration of climate-related impacts.*
- 6.2 *FMD owned and operated facilities will convey an atmosphere of safety, quality service and environmental sustainability while providing functional public buildings that create a good image for government, are sound financial investments, and allow communities to flourish.*
- 6.3 *All new construction of buildings, building purchases, new building leases, and major building retrofits will align to all applicable; current and evolving building codes, American Disability Act (ADA) accessibility standards, seismic retrofits, federal lactation requirements, King County's SCAP, Green Building Code Title 18, as well as all other local, state, and federal laws.*
- 6.4 *In alignment with Green Building Code Title 18, all new construction of buildings, building purchases and major building retrofits will use life cycle cost analysis in the selection of material and equipment ensuring that the operating, maintenance, replacement and disposal costs are considered as well as the initial costs.*
- 6.5 *King County requires all people restrooms when upgrading or building new County facilities. For existing buildings, cost-effective strategies will be used, such as posting signs to identify existing all people bathrooms or posting new signs on some current gender-specific restrooms.*
- 6.6 *County facilities will be designed for resiliency, incorporating disaster resistance, survivability, and facility security needs. To the extent feasible and practical, resiliency will be incorporated into existing County buildings as part of related building remodel and renovation projects.*

7. Facility Emergency Planning and Response

- 7.1 *FMD will maintain emergency action plans for FMD owned and managed buildings; that will include evacuation routing and emergency-specific response planning.*
- 7.2 *FMD owned and operated buildings will be operated and maintained to effectively support the Office of Emergency Management (OEM) conduct of emergency operations for local and regional disasters.*
- 7.3 *FMD will support County agencies continuity of operations plans by providing assistance in relocating functions when building become untenable.*
- 7.4 *In the event of a natural disaster, severe weather, destructive civil unrest, or any other building-related emergency, applicable FMD staff shall be promptly reassigned to respond to the emergency with the primary mission of saving lives. All actions taken during such events will focus on ensuring*

the immediate safety and protection of building occupants, while secondarily safeguarding facility assets and infrastructure.

7.5 In an emergency event or incident, FMD will provide communications as it affects FMD owned and managed facilities.

7.6 FMD shall enter tenant spaces to perform all needed maintenance and tenant requests. In certain secure spaces an escort may be requested of the agency to maintain security and/or confidentiality.

8. Leasing Policies

8.1 The lease obligation remains with the tenant agency until an appropriate backfill can be found and moved into the space.

8.2 The County should allow outside leasing in the following circumstances: 1) when the outside lease is necessary to execute an economically justified divesting of County-owned real estate assets, or 2) if existing County-owned space does not meet the specialty needs of an agency, or 3) a leased location more appropriately serves the demographic needs of the clients receiving service and there are no other viable ownership options in the geographic area, or 4) in cases where an outside lease is a critical component of a service delivery partnership between King County and another entity.

8.3 Proposals for office space leases will defensibly articulate the lease's necessity as compared to County-owned alternatives.

8.4 When siting for leased locations, FMD should conduct an equity review

9. Vacating Space in General Government Buildings

9.1 To be considered reconfigurable, space must be accessible from the building's common corridors, must have access to the building's common amenities, and must be of sufficient size as to accommodate another viable tenant. A space is not considered vacant until after non-contiguous spaces are consolidated into a contiguous vacant and useable space.

9.2 Agencies vacating a space will ensure that all personal and agency purchased items have been removed, including but not limited to plants, small appliances, and any furniture that was not purchased by the County.

9.3 When vacating spaces, agencies will be responsible for removing and disposing of all agency and personal items. Failure to perform this act shall result in direct charges to the agency.

9.4 Agencies that vacate reconfigurable space (as defined in Policy 9.1) mid-budget year, and do not subsequently increase their overall square footage, will be relieved of the following costs, subject to PSB approval:

- a. FMD operations and maintenance obligation, 90 days after they vacate the space, if reasonable notice of such move was given; and*
- b. MMRF obligation, starting the following biennium.*

10. Surplus Personal Property

10.1 FMD will continue to partner with Department of Executive Services (DES) Fleet Services Surplus team and Department of Natural Resources and Parks (DNRP) to reduce the amount of excess office

furniture and supplies entering the waste stream. The goal is to reuse, recycle and, only as a last resort, landfill surplus office furniture and supplies.

10.2 *All surplus property rules and policies shall apply to agencies vacating any space such as, but not limited to, storage spaces, building floors, trailers, cubical spaces, parking lots, etc.*

10.3 *Agency items remaining onsite after space has been vacated will be removed in accordance with FMD policies and surplus requirements. Vacating agencies shall be charged for all costs associated with the removal and disposal/reuse of any remaining items left onsite after vacating space.*

11. Events in FMD Owned and Managed Facilities and Properties

11.1 *Use of grills, barbeques, or any other free-standing equipment that uses open flame is not permitted in FMD managed buildings or on FMD managed property, including parking lots.*

11.2 *All non-County agencies or groups that wish to use a space in FMD managed properties must have a County agency sponsor, unless building covenants or other agreements allow otherwise.*

11.3 *The use of food trucks on FMD owned and managed property shall be reviewed and approved by FMD.*

11.4 *Use of another agency's allocated space is at the discretion of the agency and must be arranged and approved by the hosting agency.*

11.5 *The sponsoring County agency shall provide an escort to non-County guests attending events that are located in badge access-controlled spaces.*

11.6 *Support services related to special events including but not limited to: additional cleaning or waste disposal, conference room or event furniture setups, afterhours lights, afterhours HVAC circulation, and additional security will be charged to the hosting agency.*

Table 6 – 2019 to 2025 RAMP Comparison Crosswalk

Change	2025 Updated RAMP	2019 Previous RAMP
	1. Real Property Asset Management Policies (RAMP)	1. Real Property Asset Management Policies
REMOVED		1.1 The RAMP consists of real property asset management policies, practices and strategies, locations of county agencies, planned moves, and references to King County space standards. The RAMP will be developed and implemented in a manner consistent with the county's Comprehensive Plan policies, and shall guide facility planning processes, decisions and implementation.

Change	2025 Updated RAMP	2019 Previous RAMP
	1.1 The Facilities Management Division shall consider equity and social justice (ESJ) impacts, as well as financial benefits, when making investments in real estate assets.	1.2 The Facilities Management Division will consider Equity and Social Justice (ESJ) impacts, as well as financial benefits, when making investments in real estate assets.
	1.2 The County's real property asset management strategy will support the agency/departmental business plans and the County's Equity and Social Justice program by managing County-owned and leased space efficiently, economically, sustainably, and with equity.	1.3 The county's real property asset management strategy will support the King County Strategic Plan and agency/departmental business plans, and the county's Equity and Social Justice program by managing county-owned and leased space efficiently, economically, and with equity.
	1.3 FMD, in partnership with County agencies, will review its properties regularly and dispose of underutilized and non-performing properties in accordance with King County Code section 4.56.070. Properties will first be reviewed for Affordable Housing, reducing lost opportunity costs, risk exposure and maximizing benefit.	1.4 The county will dispose of its underutilized and non-performing assets in a timely manner, reducing lost opportunity costs, risk exposure and maximizing benefit.
	1.4 Real property asset information should be comprehensive and readily accessible to support strategic asset planning, performance analysis, and budget setting.	1.5 Real property asset information should be comprehensive and readily accessible to support strategic asset planning, performance analysis, and budget setting.
REMOVED		1.6 Any space owned or leased by King County will be presented in future space plans in both useable square feet (USF) and rentable square feet (RSF) to ensure consistency in analysis and comparison.
	1.5 Real property is managed in an environmentally and sustainably responsible manner, consistent with adopted County policies. Future building development should consider the total embedded carbon and other measures to determine cost-effective strategies to sustainable development.	1.7 Real property is managed in an environmentally and sustainably responsible manner, consistent with adopted county policies.
NEW	1.6 Any changes made to RAMP policies between Council review dates must be approved by the Real Estate and Major Projects Oversight Committee (REMPOC).	
	2. Financial Policies	2. Financial Policies
	2.1 All real property asset management policies, practices, and actions will be implemented by balancing the County's financial constraints with equity impacts; alternatives shall be evaluated for their Countywide impact using life-cycle cost analyses to include the total range of costs over the life of the asset.	2.1 All real property asset management policies, practices, and actions will be implemented in a manner consistent with the county's financial constraints, with alternatives evaluated for their countywide impact using life-cycle cost analyses.

Change	2025 Updated RAMP	2019 Previous RAMP
	2.2 In addition to fiscal notes, operating and capital improvement proposals transmitted to the King County Council will, where appropriate, provide a property summary outlining the full range of anticipated tenant improvements including furniture, fixture, equipment, building occupancy, relocation costs, and applicable required sustainability costs.	2.2 In addition to fiscal notes, operating and capital improvement proposals transmitted to the King County Council will, where appropriate, include the full range of anticipated tenant improvements including furniture, fixture, equipment, building occupancy, relocation costs, and applicable required sustainability costs.
	2.3 When agencies request relocations, within County-owned space or to or from leased space, FMD will strive to develop cost effective solutions. Short- and long-term costs will be evaluated to include the impact on the Countywide utilization of office space in alignment with County policies or initiatives.	2.3 Relocations, both within county-owned space or to or from leased space, will strive to be, at a minimum, cost-neutral; all short- and long- term costs will be evaluated to include the impact on the countywide utilization of office space.
	2.4 Over the long term, the County will balance the ongoing needs for investing in owned office space against leased office space options, especially when space needs are unknown or likely to fluctuate over time with a focus on overall public benefit.	2.4 Over the long term, county ownership of its office space will be preferred to leasing; investments in leased office space will occur when there is an overall benefit to the public.
NEW	2.5 When making a request for assistance or support from FMD, agencies should include funding information in the initial request for FMD services outside of basic building maintenance, such as, but not limited to, capital improvement projects, tenant improvement requests, real estate acquisitions, leasing requests, and space requests.	
2019 3.6 moved from 3. Building Operations to 2. Financial	2.6 Major repair costs associated with upgrading or preparing a building for surplus sale need to be budgeted in an FMD capital fund. The costs incurred will be reimbursed from the proceeds of the sale promptly.	3.6 It is sometimes in the best interest of the county to enhance value by carrying out major repairs or upgrades before the sale of a building. The major repair costs associated with upgrading or preparing a building for surplus sale will be budgeted in the Major Maintenance Reserve Fund (MMRF). The MMRF will be reimbursed from the proceeds of the sale. The MMRF budget development will consider an approved sales and marketing plan prepared by the Real Estate Services Section. The budget can be established through the ordinary budgeting process or as a supplemental appropriation request.

Change	2025 Updated RAMP	2019 Previous RAMP
2019 3.6 description made into 2025 2.7 & 2.8	2.7 In accordance with King County Code (K.C.C.) 4.56.130, County organizations responsible for surplus sales will be reimbursed for advertising, postage, and selling fees, including appraisal costs, if any, from the proceeds of the sale.	(From the 2019 description of 3.6) King County Code (K.C.C.) 4.56.130 provides that county organizations responsible for surplus sales will be reimbursed for advertising, postage, and selling fees including appraisal costs, if any, from the proceeds of sale.
	2.8 Decisions regarding which fund(s) benefit from the sale of general government owned assets and net proceeds after paying all sales preparation and closing costs shall be determined on an asset-by-asset basis by the County Executive and the County Council. This determination shall be based on the long-term obligations related to the building’s original funding, any grant obligations or bond covenants; the nature of the original funding, such as general obligation bonds, any residual debt service requirements, or Executive and/or Council discretion informed by current budget priorities.	(From the 2019 description of 3.6) Decisions regarding which fund(s) benefit from the sale of general government owned assets and net proceeds of closing and sales preparation costs will be determined on an asset-by-asset basis by the County Executive and the County Council, based on the following current practice:
2019 9.2 moved from 9. Vacating Space to 2. Financial	2.9 All mothball costs will be paid by the General Fund, unless otherwise determined by the Office of Performance, Strategy and Budget (PSB).	2.9 All mothball costs for general government buildings will be paid by the General Fund unless otherwise determined by the Office of Performance, Strategy and Budget (PSB).
	3. Building Operations and Maintenance Policies	3. Building Operations and Maintenance Policies
2019 3.1 split into 2025 3.1 & 3.2	3.1 FMD shall provide a Service Level Commitment (SLC) to agency customers that identifies the services and service levels offered as part of the published rates. Services or items not outlined in the SLC are not included in the base rate and may be subject to review by FMD leadership for additional charges.	3.1 Service level commitments and expectations (SLCE) outline what the customer can expect from FMD and identify the services offered as part of the published rates. Services that are not included in the base rate will be charged on a time and materials basis. FMD operations and maintenance practices will strive to incorporate actions, strategies, measures and requirements of the county’s Strategic Plan, Energy Plan, Strategic Climate Action Plan (SCAP), Green Building Ordinance (GBO) and other applicable policies.
	3.2 FMD operations and maintenance practices will strive to incorporate actions, strategies, measures, and requirements of the County’s Energy Plan, Strategic Climate Action Plan (SCAP), Green Building Ordinance (GBO) and state and local regulations.	

Change	2025 Updated RAMP	2019 Previous RAMP
	3.3 FMD will proactively identify and implement efficiency improvements for individual buildings and the County's asset portfolio.	3.2 FMD will proactively identify and implement efficiency improvements for individual buildings and the county's asset portfolio.
REMOVED		3.3 County facilities will convey an atmosphere of quality service, thrift, and environmental sustainability, consistent with community standards and expectations.
NEW	3.4 Small appliances such as personal heaters, microwaves, and coffee makers are not allowed in cubicles, offices, or general office areas.	
	3.5 Preventive maintenance and major maintenance programs for the County's buildings will emphasize identifying and reducing the risk of unanticipated service delivery interruptions and extending the useful life of County assets.	3.4 Preventive maintenance and major maintenance programs for the county's buildings will emphasize identifying and reducing the risk of unanticipated service delivery interruptions and extending the useful life of county assets.
NEW	3.6 FMD shall prioritize preventative and corrective maintenance and compliance inspections over tenant improvement requests.	
	3.7 Buildings that are considered vacant, partially active, or considered to be surplus will be subjected to a reduced level of capital investment for rehabilitation or upgrade. Long-term capital investments will be limited to building components that are a direct threat to health, safety and security, or would result in failure of an essential building component. Short-term capital investments will be made to maintain the asset to ensure there is no damage to the asset or surrounding areas.	3.5 Buildings placed on the surplus watch list will be subject to a reduced level of capital investment for rehabilitation or upgrade. Long-term capital investments will be limited to those building components that are a direct threat to health and safety, security, or would result in failure of an essential building component. Short-term capital investments will be made to maintain the asset to ensure there is no significant loss of property value.
2019 3.6 moved to 2025 2.6, 2.7, & 2.8		3.6 It is sometimes in the best interest of the county to enhance value by carrying out major repairs or upgrades before the sale of a building. The major repair costs associated with upgrading or preparing a building for surplus sale will be budgeted in the Major Maintenance Reserve Fund (MMRF). The MMRF will be reimbursed from the proceeds of the sale. The MMRF budget development will consider an approved sales and marketing plan prepared by the Real Estate Services Section. The budget can be established through the ordinary budgeting process or as a supplemental appropriation

Change	2025 Updated RAMP	2019 Previous RAMP
		request.
	3.8 The County will continue to reduce use and improve management of resources (energy, water, and waste) through improvements in facility and equipment optimization and efficiency, procurement, construction practices, and resource conservation.	3.7 The county will continue to reduce use and improve management of resources (energy, water and waste) through improvements in facility and equipment optimization and efficiency, procurement, construction practices, and resource conservation.
2019 3.7 description made into 2025 3.9 policy	3.9 FMD will perform routine maintenance on water systems to maintain water quality in buildings and facilities as resources are available. To better manage stormwater, FMD will actively engage in utilizing methods that reduce surface water runoff and impervious surfaces in relevant projects.	(From the 2019 description of 3.7) FMD will continue to engage in resource efficiency projects that both reduce energy and water use and save costs. FMD will perform routine maintenance on water systems to maintain water quality in buildings and facilities as resources are available. To better manage stormwater, FMD will actively engage in utilizing methods that reduce surface water runoff and impervious surfaces in relevant projects
NEW	3.10 For leased site maintenance, maintenance and service responsibilities shall be subjected to a lease review prior to FMD staff performing work.	
	4. Workspace Design Policies	4. Workspace Design Policies
	4.1 County employees will be provided safe, secure, and healthy workspaces. The specific application of space design to achieve these objectives is the prerogative of County management.	4.1 County employees will be provided safe, secure, and healthy work spaces. The specific application of space design to achieve these objectives is the prerogative of county management.
	4.2 FMD will be responsible for continuous development, issuing, and enforcing Countywide space standards.	4.2 FMD will be responsible for developing, issuing, and enforcing countywide space standards.
	4.3 King County agencies and departments will consider work space functionality and space use efficiencies in return to office policies and continuous improvement efforts.	4.3 King County agencies and departments will consider work space functionality and space use efficiencies in their continuous improvement efforts.

Change	2025 Updated RAMP	2019 Previous RAMP
	4.4 Maximizing the County’s return on investment in office space takes precedence over single agency/department needs, when significant benefits to the County can be realized or major capital and operating costs are involved.	4.4 Maximizing the County’s return on investment in office space takes precedence over single agency/department needs, when significant benefits to the county can be realized or major capital and operating costs are involved.
	4.5 King County workspaces will be designed for flexibility and financial sustainability, to promote employee productivity. Where feasible, King County workspaces will be designed to achieve County space standards. Documented adjustments may be made to account for a building’s physical constraints, lack of funding, or specific functional needs.	4.5 King County workspaces will be designed for flexibility and financial sustainability, to promote employee productivity. Where feasible, King County workspaces will be designed to achieve county space standards. Documented adjustments may be made to account for a building’s physical constraints, lack of funding, or specific functional needs.
	4.6 All County agencies will use modular furniture, standardized where feasible, to create open and flexible workspaces. The County shall prioritize space design that results in moving people, not furniture, whenever possible. Future flexibility in reuse and workspace reconfigurations will be considered during the procurement process. Use of secondary market furniture and surplus standardized modular furniture shall be prioritized to meet sustainability and financial stewardship goals and to reduce waste.	4.6 All county agencies will use modular furniture, standardized where feasible, to create open and flexible workspaces. The county shall pursue space design that results in moving people, not furniture, whenever possible. Future flexibility in reuse and workspace reconfigurations will be considered during the procurement process. Use of secondary market furniture and surplus standardized modular furniture is encouraged to meet sustainability and financial stewardship goals and to reduce waste.
NEW	4.7 All new furniture purchases for use in FMD owned, leased, or managed facilities must be reviewed and approved by FMD prior to purchase to ensure alignment with FMD policies and future flexibility in reuse or workspace reconfigurations.	
	4.8 In FMD owned and managed facilities FMD will promote appropriate workspace utilization through co-location and consolidation of functions, services, and agencies, and by creating workspaces that are easily occupied and can be used by other County functions.	4.7 The county will promote full appropriate workspace utilization through co-location and consolidation of functions, services, and agencies, and by creating workspaces that are easily occupied and used by other county functions.
	4.9 Workplace designs will integrate current building standards with existing and established building systems and fixtures. Designs should incorporate accessibility, human resources, and information technology standards and programs to create workplaces for diverse types of work functions and environments.	4.8 Workplace designs will integrate human resources, ergonomics and information technology policies and programs to create workplaces for diverse types of work functions and environments.

Change	2025 Updated RAMP	2019 Previous RAMP
NEW	4.10 All changes or conversions of space use shall be reviewed and approved by FMD to also ensure alignment with building codes, safety policies, work space functionality, and space use efficiency benchmarks.	
	4.11 Tenant agencies that customize office space in County-owned buildings are responsible for costs related to additional maintenance and/or additional services. Tenant agencies will also be charged for restoring the space to its standard configuration when vacated.	4.9 Tenant agencies that customize previously standardized office space in county-owned buildings are responsible for costs to return the space to its pre-customized configuration when vacated.
NEW	4.12 All wayfinding and building signage is the responsibility of FMD. Signage will be designed using FMD approved signage standards and in accordance with ADA guidelines.	
	5. Facility Location Policies	5. Facility Location Policies
	5.1 King County functions requiring heightened security and/or weapons screening, will be located, to the extent possible, in existing secured County buildings. Related support functions will also be co-located in existing secured County buildings where possible.	5.1 King County functions requiring heightened security and/or weapons screening will be located, to the extent possible, in existing secured county buildings. Related support functions will also be co-located in existing secured county buildings where possible.
2019 5.2 split into 2025 5.2 & 5.3	5.2 County services that are public facing will be located, to the extent possible, where service delivery is most cost effective and efficient. Equity and social justice opportunities and impacts of potential locations will be assessed.	5.2 County services will be located, to the extent possible, where service delivery is most cost effective and efficient. The equity and social justice opportunities and impacts of possible locations must be taken into account.
	5.3 For County agencies and operations that are not public facing, potential locations will be assessed for feasibility, cost effectiveness, and equity for facility/location placements.	
2019 5.2 description made into 2025 5.4 policy	5.4 Long-term asset management of County properties shall consider the needs of agencies and the public that would benefit from proximity of locations.	(From the 2019 description of 5.2) The county will work to co-locate services when relationships and/or user accessibility warrant, and when economically feasible. Long-term asset management of county properties shall consider the needs of agencies that would benefit from proximity.

Change	2025 Updated RAMP	2019 Previous RAMP
	5.5 The County shall take into account the equity and social justice opportunities for capital investments within a community when siting a facility or changing locations to improve service delivery.	5.3 The county shall take into account the equity and social justice opportunities for capital investments within a community when siting a facility or changing locations to improve service delivery.
	5.6 Criminal justice functions and services will be regionally co-located at or near the King County Courthouse in downtown Seattle, the Judge Patricia H. Clark Children and Family Justice Center in Seattle, or the Maleng Regional Justice Center in Kent, to the extent feasible and desirable. Coordination or co- location of criminal justice functions will take place in conjunction with County-adopted plans.	5.4 County law and criminal justice functions and services will be regionally co-located at or near the King County Courthouse in downtown Seattle, the Patricia Hall Clark Children and Family Justice Center in Seattle, or the Maleng Regional Justice Center in Kent, to the extent feasible and desirable. Coordination or co-location of law and criminal justice functions will take place in conjunction with county-adopted plans.
	5.7 County workspace planning will review department locations flexibly, based on identified functional requirements, teleworking/hybrid requirements, economic benefits, asset management policies, business hours, and future adaptability, rather than on the basis of designated buildings.	5.5 County work space planning will program department locations flexibly, based on identified functional requirements, economic benefits, asset management policies, business hours, and future adaptability, rather than on the basis of designated buildings.
	6. Building Design Policies	6. Building Design Policies
	6.1 King County will site its essential public facilities consistent with the County’s Comprehensive Plan Essential Facility siting policies and with consideration of climate-related impacts.	6.1 King County will site its essential public facilities consistent with the county’s Comprehensive Plan Essential Facility siting policies and with consideration of climate-related impacts.
	6.2 FMD owned and operated facilities will convey an atmosphere of safety, quality service and environmental sustainability while providing functional public buildings that create a good image for government, are sound financial investments, and allow communities to flourish.	6.2 The County will develop and maintain safe, functional and attractive public buildings that create a good image for government, are sound financial investments, and allow communities to flourish.
2019 6.3, 6.4, 6.5, & 6.6 condensed into 2025 6.3	6.3 All new construction of buildings, building purchases, new building leases, and major building retrofits will align to all applicable: current and evolving building codes, American Disability Act (ADA) accessibility standards, seismic retrofits, federal lactation requirements, King County’s SCAP, Green Building Code Title 18, as well as all other local, state, and federal laws.	6.3 The county will establish programmatic guidelines for the performance of county-occupied buildings in seismic events to provide policy direction for future decisions involving the construction of new buildings, acquisition or renovation of existing buildings, and execution of new leased space.

Change	2025 Updated RAMP	2019 Previous RAMP
		6.4 All new construction of buildings, building purchases, new building leases, and major building retrofits must ensure American Disability Act (ADA) accessibility, as required under all applicable building codes and local, state, and federal laws. The county will also ensure appropriate space for breastmilk expression and storage by nursing mothers as required by federal law, with specifically designated locations in major county office facilities.
		6.5 County-owned and financed facilities will be designed, developed, constructed, and maintained utilizing environmental and sustainable practices consistent with county sustainability policies.
		6.6 All new construction and major remodel and renovation projects must meet standards for Leadership in Energy and Environmental Design (LEED) certification, consistent with county sustainability policies.
	6.4 In alignment with Green Building Code Title 18, all new construction of buildings, building purchases and major building retrofits will use life cycle cost analysis in the selection of material and equipment ensuring that the operating, maintenance, replacement and disposal costs are considered as well as the initial costs.	6.7 All new construction of buildings, building purchases and major building retrofits will use life cycle cost analysis in the selection of material and equipment ensuring that the operating, maintenance, replacement and disposal costs are considered as well as the initial costs.
	6.5 King County requires all people restrooms when upgrading or building new County facilities. For existing buildings, cost-effective strategies will be used, such as posting signs to identify existing all people bathrooms or posting new signs on some current gender-specific restrooms.	6.8 King County requires gender-neutral restrooms when upgrading or building new county facilities. For existing buildings, cost-effective strategies will be used, such as posting signs to identify existing gender-neutral bathrooms or posting new signs on some current gender-specific restrooms.
2019 7.3 moved from 7. Disaster Preparedness to 6. Building Design	6.6 County facilities will be designed for resiliency, incorporating disaster resistance, survivability, and facility security needs. To the extent feasible and practical, resiliency will be incorporated into existing County buildings as part of related building remodel and renovation projects.	
	7. Facility Emergency Planning and Response	7. Disaster Preparedness and Security Planning

Change	2025 Updated RAMP	2019 Previous RAMP
	7.1 FMD will maintain emergency action plans for FMD owned and managed buildings; that will include evacuation routing and emergency-specific response planning.	7.1 King County will maintain emergency operations plans for all owned buildings; these will include evacuation routing, continuity planning, and emergency-specific response planning.
	7.2 FMD owned and operated buildings will be operated and maintained to effectively support the Office of Emergency Management (OEM) conduct of emergency operations for local and regional disasters.	7.2 County buildings will be operated and maintained to support the Office of Emergency Management (OEM) conduct of emergency operations for local and regional disasters.
2019 7.3 moved to 2025 6.6		7.3 County facilities will be designed for resiliency, incorporating disaster resistance, survivability, and facility security needs. To the extent feasible and practical, resiliency will be incorporated into existing County buildings as part of related building remodel and renovation projects.
NEW	7.3 FMD will support County agencies continuity of operations plans by providing assistance in relocating functions when building become untenable.	
NEW	7.4 In the event of a natural disaster, severe weather, destructive civil unrest, or any other building-related emergency, applicable FMD staff shall be promptly reassigned to respond to the emergency with the primary mission of saving lives. All actions taken during such events will focus on ensuring the immediate safety and protection of building occupants, while secondarily safeguarding facility assets and infrastructure.	
NEW	7.5 In an emergency event or incident FMD will provide communications as it effects FMD owned and managed facilities.	
NEW	7.6 FMD shall enter tenant spaces to perform all needed maintenance and tenant requests. In certain secure spaces an escort may be requested of the agency to maintain security and/or confidentiality.	
	8. Leasing Policies	8. Leasehold Interests
	8.1 The lease obligation remains with the tenant agency until an appropriate backfill can be found and moved into the space.	8.1 The lease obligation remains with the tenant agency until an appropriate backfill can be found and moved into the space.

Change	2025 Updated RAMP	2019 Previous RAMP
	8.2 The County should allow outside leasing in the following circumstances: 1) when the outside lease is necessary to execute an economically justified divesting of County-owned real estate assets, or 2) if existing County-owned space does not meet the specialty needs of an agency, or 3) a leased location more appropriately serves the demographic needs of the clients receiving service and there are no other viable ownership options in the geographic area, or 4) in cases where an outside lease is a critical component of a service delivery partnership between King County and another entity.	8.2 Allow outside leasing in the following circumstances: 1) when the outside lease is necessary to execute an economically justified divesting of county-owned real estate assets, or 2) if existing county-owned space does not meet the specialty needs of an agency, or 3) a leased location more appropriately serves the demographic needs of the clients receiving service and there are no other viable ownership options in the geographic area, or 4) in cases where an outside lease is a critical component of a service delivery partnership between King County and another entity.
NEW	8.3 Proposals for office space leases will defensibly articulate the lease’s necessity as compared to County-owned alternatives.	
NEW	8.4 When siting for leased locations, FMD should conduct an equity review	
	9. Vacating Space in General Government Buildings	9. Vacating Space in General Government Buildings
	9.1 To be considered reconfigurable, space must be accessible from the building’s common corridors, must have access to the building’s common amenities, and must be of sufficient size as to accommodate another viable tenant. A space is not considered vacant until after non-contiguous spaces are consolidated into a contiguous vacant and useable space.	9.1 To be considered reconfigurable, space must be accessible from the building’s common corridors, must have access to the building’s common amenities, and must be of sufficient contiguous size as to accommodate another viable tenant. A space is not considered vacant until after non- contiguous spaces are consolidated into a contiguous vacant and useable space.
2019 9.2 moved to 2025 2.9		9.2 All mothball costs for general government buildings will be paid by the General Fund unless otherwise determined by the Office of Performance, Strategy and Budget (PSB).
2019 10.2a moved from 10. Surplus Property to 9. Vacating Space	9.2 Agencies vacating a space will ensure that all personal and agency purchased items have been removed, including but not limited to plants, small appliances, and any furniture that was not purchased by the County.	10.2a- Agencies vacating a space will ensure that all personal items have been removed, including but not limited to plants, small appliances, and any furniture that was clearly not purchased by the county.

Change	2025 Updated RAMP	2019 Previous RAMP
2019 10.2e moved from 10. Surplus Property to 9. Vacating Space	9.3 When vacating spaces, agencies will be responsible for removing and disposing of all agency and personal items. Failure to perform this act shall result in direct charges to the agency.	10.2e- An agency that does not remove personal items or organize and box up its residual office supplies will have its operating budget, not the project budget, charged for the labor and dump fees to remove and dispose of the remaining personal items and to separate and organize the office supplies for redistribution.
	9.4 Agencies that vacate reconfigurable space (as defined in Policy 9.1) mid- budget year, and do not subsequently increase their overall square footage, will be relieved of the following costs, subject to PSB approval:	9.3 Agencies that vacate reconfigurable space (as defined in Policy 9.1) mid-budget year, and do not subsequently increase their overall square footage, will be relieved of the following costs, subject to PSB approval:
	9.4a. FMD operations and maintenance obligation, 90 days after they vacate the space, if reasonable notice of such move was given; and	9.3a. FMD operations and maintenance obligation, 90 days after they vacate the space, if reasonable notice of such move was given; and
	9.4b. MMRF obligation, starting the following biennium.	9.3b. MMRF obligation, starting the following biennium.
REMOVED		9.4 The central overhead occupancy rate is altered on a biennium-to-biennium basis as part of the budget process.
REMOVED		9.5 Allow agencies an option of applying the biennial economic savings associated with vacated space to “efficiency reduction” requirements.
	10. Surplus Personal Property	10. Surplus Personal Property
	10.1 FMD will continue to partner with Department of Executive Services (DES) Fleet Services Surplus team and Department of Natural Resources and Parks (DNRP) to reduce the amount of excess office furniture and supplies entering the waste stream. The goal is to reuse, recycle and, only as a last resort, landfill surplus office furniture and supplies.	10.1 FMD will continue to partner with Department of Executive Services (DES) Surplus and Department of Natural Resources and Parks (DNRP) to reduce the amount of excess office furniture and supplies entering the waste stream. The goal is to reuse, recycle and, only as a last resort, landfill surplus office furniture and supplies.
NEW	10.2 All surplus property rules and policies shall apply to agencies vacating any space such as, but not limited to, storage spaces, building floors, trailers, cubical spaces, parking lots, etc.	
REMOVED		10.2 The following surplus property rules shall apply to agencies vacating space:

Change	2025 Updated RAMP	2019 Previous RAMP
2019 10.2a moved to 2025 9.2		10.2a Agencies vacating a space will ensure that all personal items have been removed, including but not limited to plants, small appliances, and any furniture that was clearly not purchased by the county.
REMOVED		10.2b All office supplies that are left behind must be boxed up by individual items with all like items together.
REMOVED		10.2c Agencies will be responsible for the disposition of all files, books, and manuals either by preparing them to be moved to their new location, properly organizing and sending them to the records center/archives for storage, or recycling them prior to the move.
REMOVED		10.2d Agencies will be responsible for cleaning out all desk drawers and cabinets in any furniture left behind.
	10.3 Agency items remaining onsite after space has been vacated will be removed in accordance with FMD policies and surplus requirements. Vacating agencies shall be charged for all costs associated with the removal and disposal/reuse of any remaining items left onsite after vacating space.	10.2e An agency that does not remove personal items or organize and box up its residual office supplies will have its operating budget, not the project budget, charged for the labor and dump fees to remove and dispose of the remaining personal items and to separate and organize the office supplies for redistribution.
NEW SECTION	11. Events in FMD Owned and Managed Facilities and Properties	
	11.1 Use of grills, barbeques, or any other free-standing equipment that uses open flame is not permitted in FMD managed buildings or on FMD managed property, including parking lots.	
	11.2 All non-County agencies or groups that wish to use a space in FMD managed properties must have a County agency sponsor, unless building covenants or other agreements allow otherwise.	
	11.3 The use of food trucks on FMD owned and managed property shall be reviewed and approved by FMD.	
	11.4 Use of another agency's allocated space is at the discretion of the agency and must be arranged and approved by the hosting agency.	

Change	2025 Updated RAMP	2019 Previous RAMP
	11.5 The sponsoring County agency shall provide an escort to non-County guests attending events that are located in badge access-controlled spaces.	
	11.6 Support services related to special events including but not limited to: additional cleaning or waste disposal, conference room or event furniture setups, afterhours lights, afterhours HVAC circulation, and additional security will be charged to the hosting agency.	

V. Conclusion/Next Actions

Throughout the 2019 to 2025 timeframe FMD worked to provide facilities and deliver services to agency partners and communities. FMD looked for innovative ways to acquire, maintain, and manage facilities during uncertain times.

FMD continues to build on the lessons learned during the last several years to maintain the existing real property assets while building towards a better future by implementing new programs and tools to support the future needs of the County. As the County moves forward with new leadership, FMD will continue to partner with County agencies to review updated workplans, establish new office space standards, and implement a new strategic asset management plan. FMD will include updates on these initiatives in future Real Property Asset Management Plans.

VI. Appendixes

- A. JLL KC Hybrid Workplace Space Report
- B. 2025 Building Utilization
- C. 2025 FMD Service Level Commitment Draft
- D. DES FMD 2026-27 Business Plan
- E. All FMD Owned Properties by Type
- F. Changes in FMD Owned Property 2019-2025
- G. King County Real Property Asset Map
- H. All FMD Leased Properties by Type
- I. Stop the Bleed Stations
- J. Chinook Conference Center Usage

King County Hybrid Workplace Space Assessment

Summary Report
1.30.2025

Prepared by JLL Consulting in January 2025



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Introduction

King County Space Assessment Overview

Engagement Overview

King County engaged JLL Consulting to conduct a Hybrid Workplace Space Assessment from October 2024 – January 2025. This assessment aimed to 1.) validate current state space (square footage and space type quantities) and 2.) evaluate the feasibility of implementing a hybrid work model where hybrid employees work 3 days per week in the office. Both exercises were done in aggregate and by the 14 Departments and Divisions in scope.

The engagement involved:

- Gathering key metrics through a comprehensive space audit
- Conducting leadership interviews to map the current state
- Collating and synthesizing the space data
- Developing four illustrative scenarios for increased in-office presence
- Reporting comprehensive findings and delivering data sets for future use
- Strategy guidance and executive leader engagement

The scenarios are intended to give awareness to each Department's potential space requirements (and deltas) to accommodate increased in-office presence. The assessment and reporting offers data-driven insights to support King County's future decision-making but is NOT meant to be interpreted as specific recommendations.

About This Document

This report documents our space findings and illustrative scenarios – from the aggregate perspective in the Executive Summary to the individual Department reporting included in the Appendix.

This document additionally includes germane high-level considerations for implementing increased onsite presence for hybrid workers. This includes information on programming, technology, operations of seat sharing, change management and cost estimation. These are NOT specific recommendations for King County.

Note: The headcounts are shown as current state collected in the November 2024 leadership interviews and space audits. Future growth is capture within each Department dashboard. Work points are shown as in-process data and capture in-flight projects final state (e.g., Exec, DNRP & Metro).



Executive Summary

Executive Summary

Key Headlines

- 01** To reach the 3-day-per-week goal KC would need an **additional 85% work points** seats (2,567)
 - Assumes 1:1 seating for all
- 02** To accommodate the additional seats, KC would need roughly **72% more RSF** (527,260 additional RSF)
 - Assumes 205 RSF / seat based on a leading practice industry benchmark
- 03** **Standardized sharing scenarios** were developed to illustrate how Departments could meet the goal today
 - This is not reasonable for all teams currently
- 04** There is presently a combined **153,466 RSF of vacant space** in owned Chinook and Dexter Horton
 - Chinook's only vacancy is its 3rd floor
 - Dexter Horton's vacant space is distributed across 8 of the 15 floors
- 05** There is an opportunity to densify as the current space is a **high RSF per individual work point** (241 RSF/ seat aggregate)
 - Within current footprint using only furniture solutions

Validated Space Metrics

5,607: Total headcount

3,035: Total seats today

2,567: Deficit of seats to headcount

732,732: Total Occupied RSF

- 610,746 Owned
- 121,986 Leased

153,466 RSF of Vacant Space

- 22,786 in Chinook
- 130,680 in Dexter Horton

98,406 RSF of Owned & Non-KC Occupied (externally leased) in Dexter Horton

241 RSF: Current Occupied RSF / seat

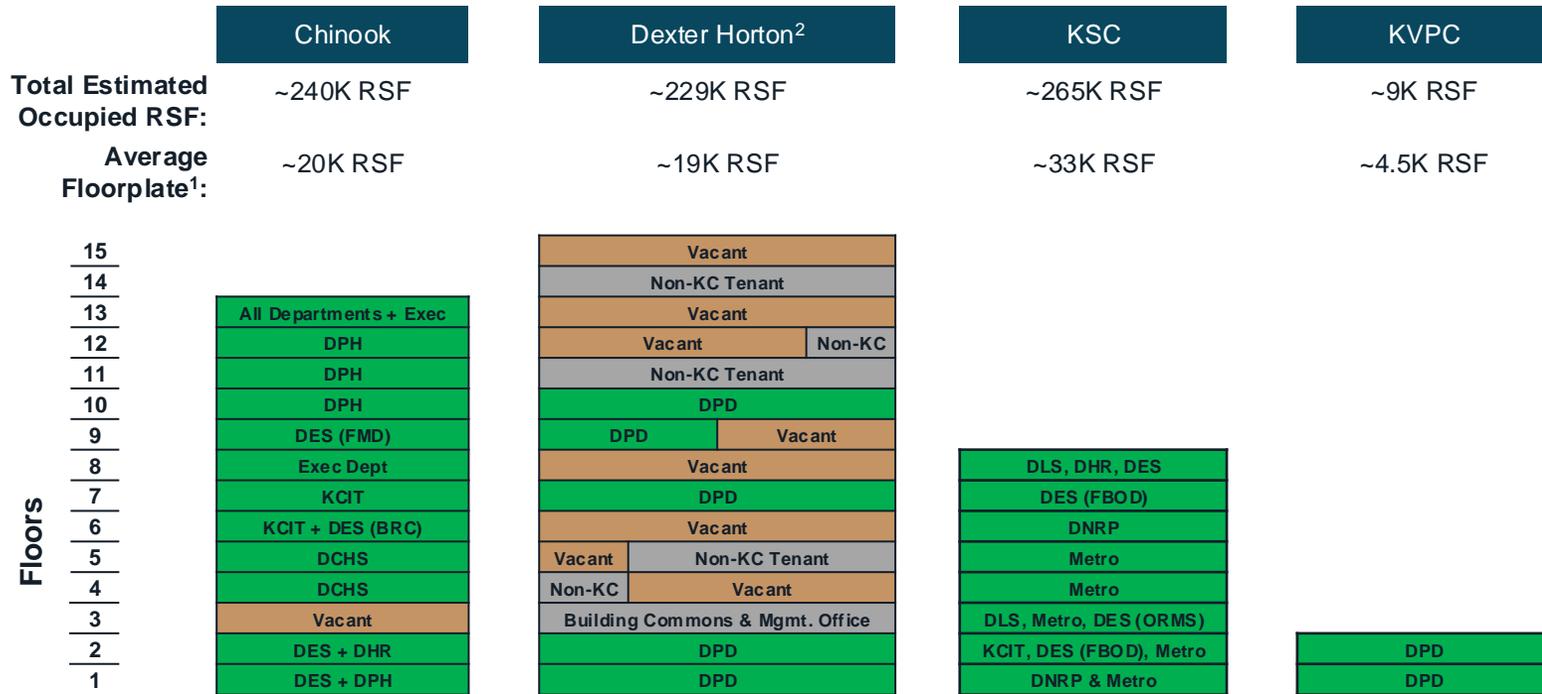
205 RSF: Benchmark RSF / seat

***NOTE:** This work assumes a benchmark of 205 RSF (Rentable Square Feet) per seat for the additional space needed. This is based on a typical macro program of ~170 USF (Usable Square Feet) adjusted to RSF (Rentable Square Feet) – see appendix for definition. We used a somewhat conservative assumption (i.e., higher overall RSF projection) as we do not know the efficiencies of the spaces the County might expand into.

King County Space Audit Summary

Within the framework of this scope, King County currently occupies 732,732 RSF of owned and leased space. Chinook 3rd floor is vacant totaling 22,786 RSF and Dexter Horton has vacant suites totaling 130,680 RSF

Owned Buildings¹



Owned & KC Occupied
610,746 RSF

Owned & Vacant
153,466 RSF

Owned & Non-KC Occupied (externally leased)
98,406 RSF

Leased Buildings

Depart.	Building	Estimated RSF
DPD	Jefferson Bldg.	47,041 RSF
DPD	Ninth & Jefferson Building – Harborview	963 RSF
DCHS	Tukwila Bldg. Floors 1 & 2	30,011 RSF
KCIT & DPH	PSRFA – Administration	10,009 RSF
DPD	Meeker Law Building	24,370 RSF
KCIT	Seatac Logistics KCIT (still has space there)	1,000 RSF
DCHS	Northgate Veterans	8,592 RSF

**Total RSF Leased
121,986 RSF**

¹ Floorplate sizes are rough estimates derived by dividing total footprint over the number of floors

² Total RSF includes total RSF owned and leased KC spaces

³ Dexter Horton Total RSF only includes KC occupied and Vacant spaces

Seat Supply and Workforce Demand across King County Departments

To achieve 3 day in-office goal today (where all would have an assigned seat) King County has a work point deficit of 2,567 seats. Only DPD can meet it currently; DNRP has the highest work point deficit within the county.

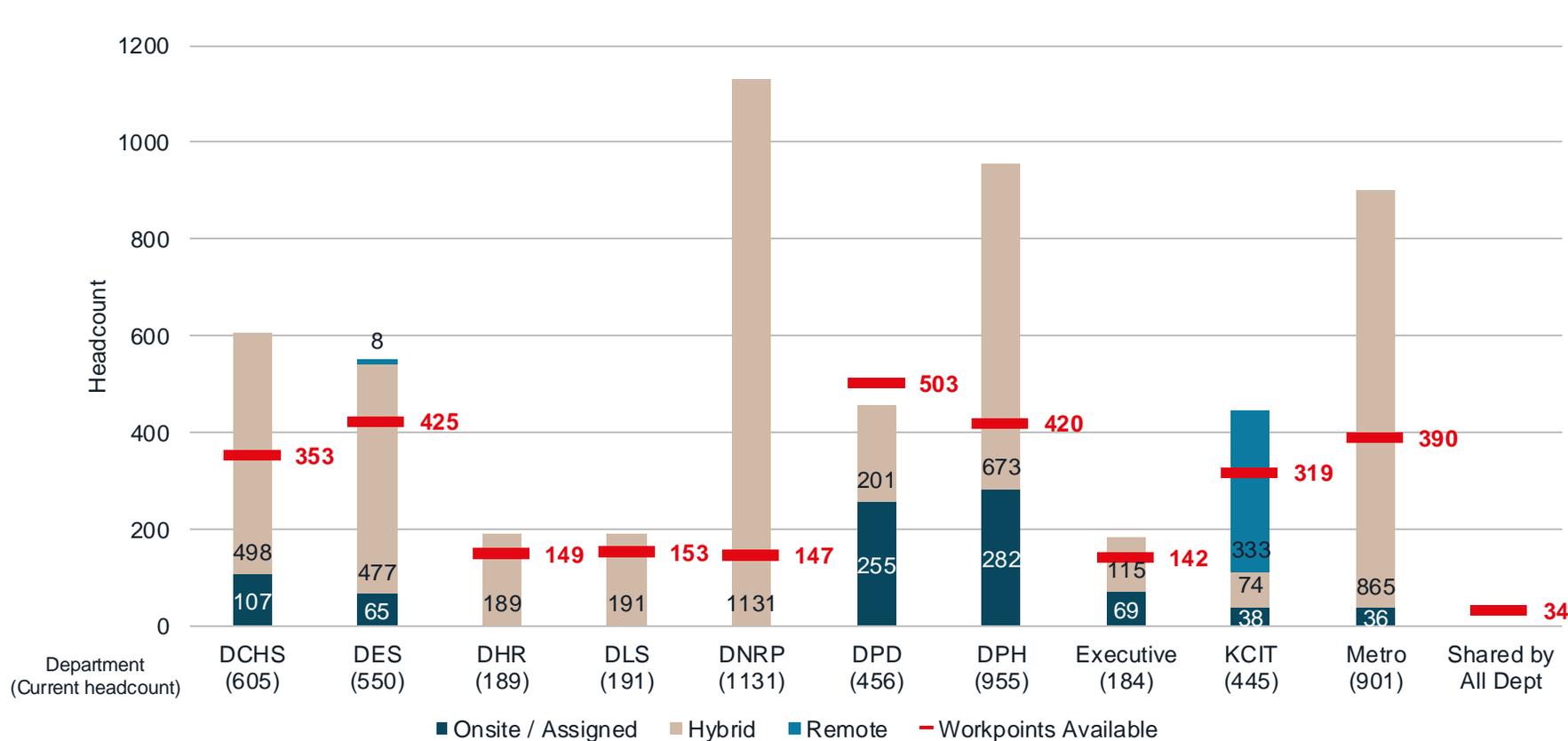
Total HC
5,607 employees

Total seat deficit
2,567 seats

Highest deficit
• DNRP: -87% (984 seats)

Lowest deficit
• DPD: Surplus of 47 seats (-9%)

Work points deficit for 1:1 seating



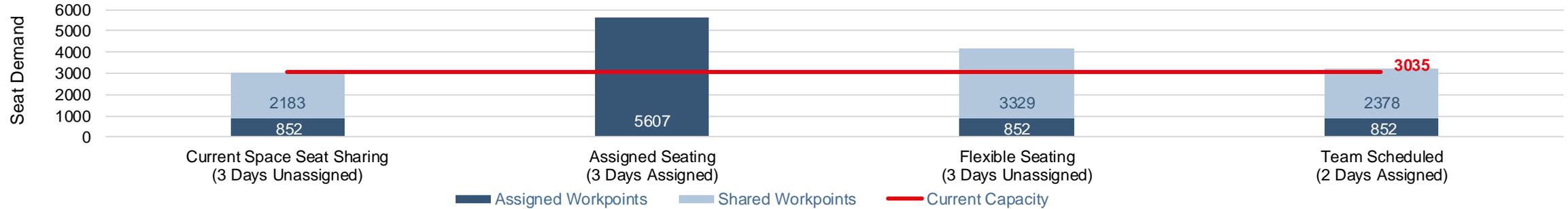
Department	Deficit (%)	Deficit (#)
DCHS	42%	-252
DES	23%	-125
DHR	21%	-40
DLS	20%	-38
DNRP	87%	-984
DPD	-9%	47
DPH	56%	-535
Executive	23%	-42
KCIT	28%	-126
Metro	57%	-511
Shared by All Dept	-100%	34

Note: Metro and DNRP are showing a major deficit since their new office layouts were designed for in-office collaboration and not office-first work modes. Metro's total headcount is 5,676 but 4,775 are not in scope. DNRP total headcount is 2,384 but 1,253 are not in scope.

Illustrative Scenarios, Aggregate

Illustrative Scenarios | Aggregate (all in scope)

King County does not have enough current seats to accommodate the 3 day in-office goal. Below are four scenarios to help illustrate the current state limitations and potential seat needs based on seat sharing assumptions.



Scenario	1. Current Space Seat Sharing 3 Days in office goal	2. All Assigned Seating 3 Days Assigned	3. Flexible Seating 3 Days Unassigned	4. 2-Day Team Scheduled 2 Days Assigned; Assigned Days
Summary	Using all available seats as-is	Maximum attendance at 1:1 sharing	60% hybrid attendance + 10% buffer	A / B scheduling of hybrid population attendance; 50% peak attendance each day
Work points	3,035 • Assigned: 852 • Shared: 2,183	5,607 • Assigned: 5,607 • Shared: 0	4,181 • Assigned: 852 • Shared: 3,329	3,230 • Assigned: 852 • Shared: 2,378
Delta	0 seats 0 RSF	2,567 seats 526,235 RSF	1,146 seats 234,930 RSF	195 seats 39,975 RSF
Sharing Ratio for Shared Work points <small>(Individual Work points : HC)</small>	1 : 2.18 Not reasonable for all agencies in current fit out	1 : 1.0	1 : 1.43	1 : 2.0 overall 1 : 1.0 in practice
Required RSF	732,732 RSF (current space)	1,258,967 RSF	967,662 RSF	771,682 RSF

Note: All data presented is based on data acquired through stakeholder interviews and space data collection with Department space contacts. Any missing or absent data on administrative spaces were explicitly asked to be removed per exercise purview or JLL were not made aware. For the spaces not validated by Departments, JLL conducted onsite space audits to gather missing space data. This work assumes a benchmark of 205 RSF per seat for the additional required RSF verses using the current KC RSF.

Scenario 1 | Current Space Seat Sharing

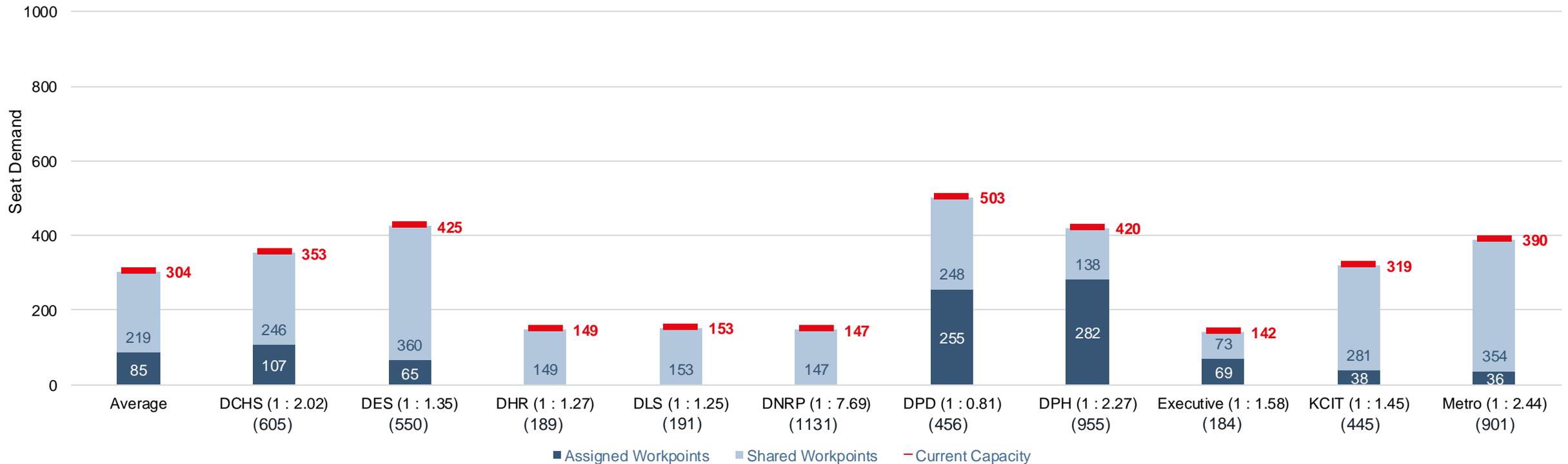
Below illustrates the distribution/ ownership of the 3,035 overall seats (852 of which are assigned) for each Department. Noted for each is the resulting sharing ratio of unassigned headcount ÷ shared workpoints (which varies greatly by Department). These ratios are backed-into and may not be reasonable to achieve for some Departments.

Description
Using all available seats as-is

Required Work points
= Total available workpoints

Highest Sharing Ratios
• DNRP: 1 : 7.69

Lowest Sharing Ratios
• DPD: 1 : 0.81 (excess space)
• KCIT: 1 : 1.18



Note: All data presented is based on data acquired through stakeholder interviews and space data collection with Department space contacts. Any missing or absent data on administrative spaces were explicitly asked to be removed or we were not made aware. For the spaces not validated, JLL conducted onsite space audits to gather missing space data. This is an aggregate deficit across all Departments.

Scenario 2 | All Assigned Seating

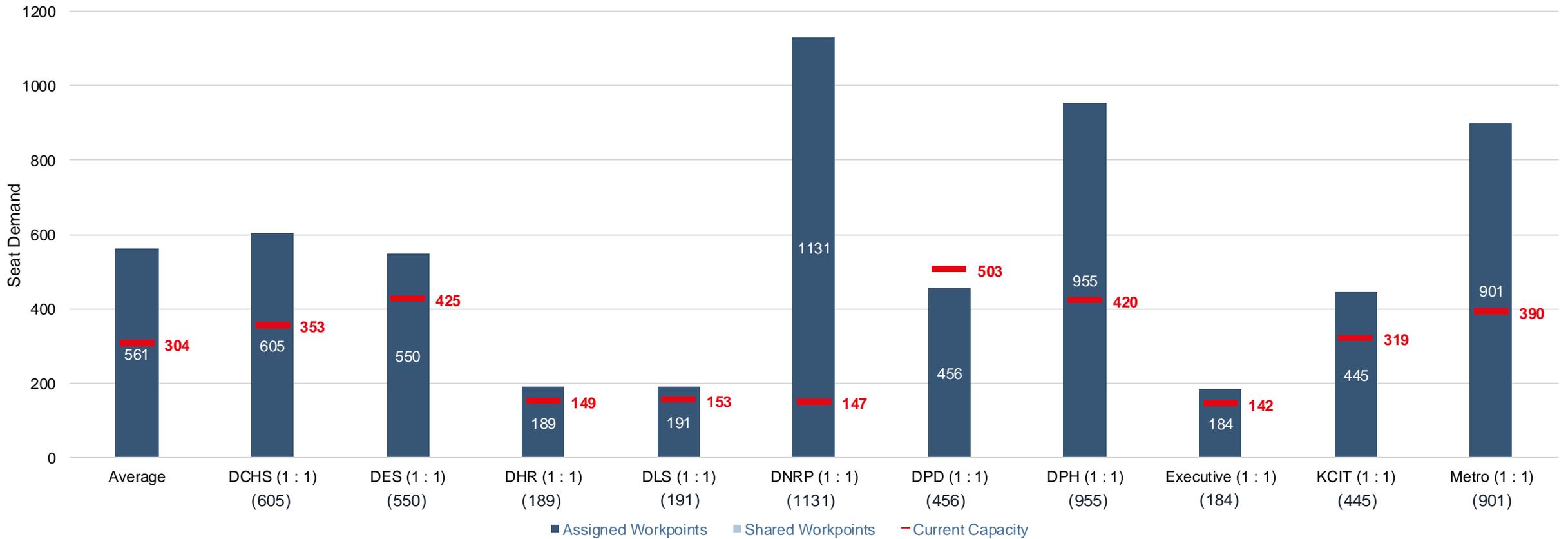
Assigned seating for all (1 : 1) would cause a significant seat deficit across Departments, with a total shortfall of 2,567 seats needed to meet overall demand.

Description
3 Days Assigned - Maximum attendance at 1:1

Required workpoints
 = Current onsite employees + 100% of Hybrid employees

Highest Seat Deficit

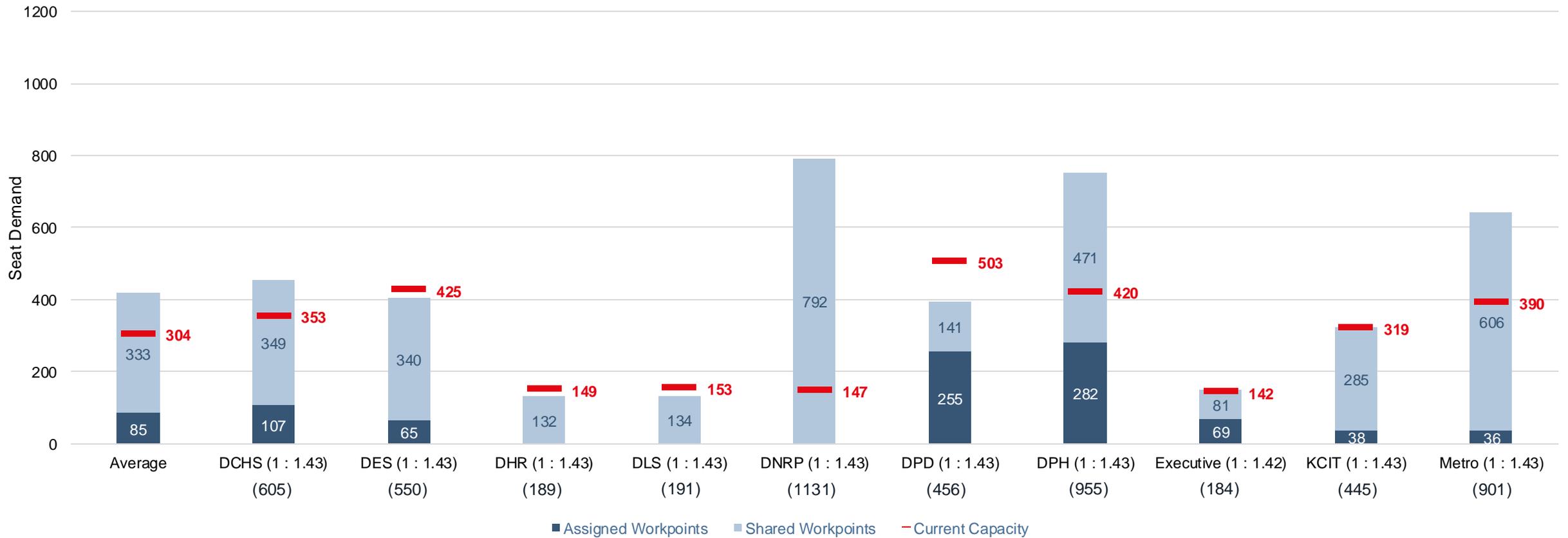
- DNRP: 984 seats
- DPH: 535 seats



Note: All data presented is based on data acquired through stakeholder interviews and space data collection with Department space contacts. Any missing or absent data on administrative spaces were explicitly asked to be removed or we were not made aware. For the spaces not validated, JLL conducted onsite space audits to gather missing space data. This is an aggregate deficit across all Departments.

Scenario 3 | Flexible Seating

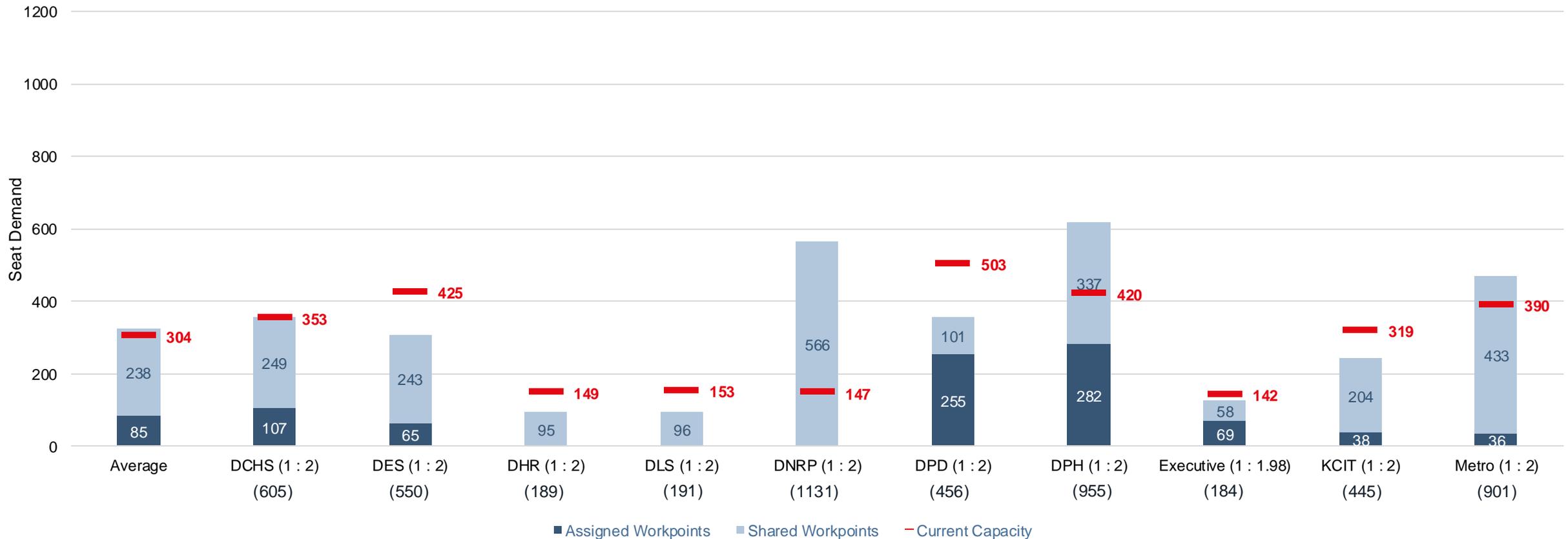
This scenario provides the required shared workpoints by assuming a daily attendance of 60% with an additional 10% buffer. Implementing flexible seating reduces the total seat deficit to 1,146, with an improved average sharing ratio of 1 : 1.43.



Note: All data presented is based on data acquired through stakeholder interviews and space data collection with Department space contacts. Any missing or absent data on administrative spaces were explicitly asked to be removed or we were not made aware. For the spaces not validated, JLL conducted onsite space audits to gather missing space data. This is an aggregate deficit across all Departments.

Scenario 4 | 2-Day Team Scheduled

Implementing an approach where only 50% of unassigned headcount would be on site any given day reduces the total aggregate seat deficit to 195. This results in an overall sharing ratio of 1 : 2 for shared workpoints, however the experienced sharing ratio is 1 : 1 (as only half of those using a set would be there on a given day).



Note: All data presented is based on data acquired through stakeholder interviews and space data collection with Department space contacts. Any missing or absent data on administrative spaces were explicitly asked to be removed or we were not made aware. For the spaces not validated, JLL conducted onsite space audits to gather missing space data. This is an aggregate deficit across all Departments and improvements will take place if Departments consolidate and share floor within King County.

High-Level Considerations

Programming



Activity Based Working (ABW) Benchmark

Implementing ABW optimizes space utilization, balancing individual, collaborative, and support areas for enhanced USF efficiency

Introduction of ABW Concept

ABW is a flexible workspace model that enables employees to choose from a variety of settings (space types, furniture configurations, technology integration) to accommodate diverse work activities and personal preferences.

Benefits

- **Flexibility:** Supports diverse work styles and activities.
- **Efficiency:** Optimizes space usage and density.
- **Collaboration:** Enhances teamwork and communication.

Leading Practice Benchmark

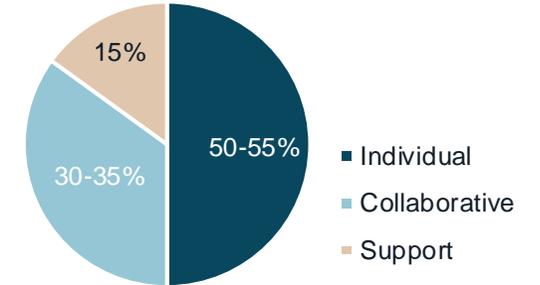
The charts outline the various space types and work settings that an Activity-Based Working (ABW) would comprise. Recommended ratios are based on industry leading practices for enterprises similar to King County.

Notes:

- Amenity spaces outside of typical break rooms are not included as they may vary greatly depending on client's need and/or office design.
- The benchmark of 170 USF (rounded to 205 RSF) was used throughout this work when estimating additional space needed. Reference the [appendix glossary slide](#) which notes the difference between USF and RSF.

ABW Program Targets	
USF Per Seat (Desk/ Office)	170
RSF	205
Workstations: Offices Ratio	85% : 15%
Baseline Space Allocation (as % of USF)	
Individual	50-55%
Collaborative	30-35%
Support	15%

Space Category Distribution



Example Space Program Ratios				
Space Category	Space Type	USF	Seat(s)	Target Ratio
INDIVIDUAL	Workstations	65	1	-
	Hotel Desks	27	1	1:10
	Private Offices	217	1	1:1
COLLABORATIVE	Solo Room (1pp)	87	1	1:30
	Huddle Room (2pp)	144	2	1:60
	Huddle Room (3pp)	217	3	1:60
	Small Conference Room (4pp)	271	4	1:40
	Small Conference Room (6pp)	406	6	1:40
	Medium Conference Room (7-9pp)	451	8	1:50
	Large Conference Room (10-14pp)	812	12	1:75
	X Large Conference Room (16+pp)	1354	16	1:200
	Open Small Collaborative Space (2-4pp)	144	3	1:100
Open Large Collaborative Space (6-8pp)	325	7	1:200	
SUPPORT	Mother's Room (1pp)	144	1	1:100
	Wellness Room (1pp)	217	1	1:100
	Flex (Library/Quiet/etc.)	451	10	1:150
	Break Room	541	10	1:100
	Copy / Print	677	N/A	1:100
	Satellite Copy	54	N/A	1:100
	Lockers	1	N/A	1:1
	Storage Room	217	N/A	1:100
	Pantry Storage	180	N/A	1:100

Visualization of ABW Density w/ Increased Space Variety

Illustrative: ABW can boost current capacity and enables space reallocation by shifting from individual workstations to shared work points

Celular Design

Capacity:
12 Individual Workstations
14 Conference Seats

Density:
225 USF per seat

12 Seats in 8'x6' Cubicles
14 Seats in Conference Rooms

ABW Design

Capacity:
20 Individual Workstations
10 Shared Seats
10 Conference Seats

Density:
170 USF per seat

20 Seats in Individual Workstations
4 Seats in Communal Tables
4 Seats in Breakout Areas
2 Seats in Phone Booths
10 Seats in Conference Rooms



King County Example of Densification

By transitioning the future design KSC increased total seats by 53% while decreasing individual workpoints and adding collaborative/open shared spaces

Current Design



KSC 7th floor

~285 Total seats

- 156 workstations
- 18 offices
- 17 conference rooms
- 0 open collab seats / phone booths



Future Design*



KSC 5th floor

~435 Total seats (53% additional seats overall)

- 115 workstations
- 6 offices
- 41 conference rooms
- 62 open collaborative seats / phone booths

**Note: Even though the future design does not fully represent an ABW approach, it still shows how a new floor plan distribution can increase the total seats available while providing more workspace types (primarily focused on in office collaboration) for employees to choose where they work from.*

Macro Program: Individual + Collaboration Benchmark (All KC)

While conference room quantities exceed benchmarks overall, they are heavily concentrated in only two buildings: KSC and Chinook and not distributed equally across floors or Departments

Key Findings

- Approximately **40% of all small conference rooms are located on two floors of the KSC building**: 36 small conference rooms on the 4th floor and 37 on the 5th floor. **Note that these floors are atypical for KC (and under construction). They were designed and intended to be hubs for hybrid employees to leverage mostly for planned onsite collaboration, not to support a primarily office-based workforce.**
- KSC has the highest number of conference rooms** overall, particularly excelling in small and medium-sized rooms.
- Chinook** is the second most conference room-rich building, with a **more balanced distribution of room sizes**.
- Phone Booths** are the only collaborative space type that **falls below the benchmark, with a -53% delta**.

Aggregate Individual Work Points							
Space Type	As-built count	As-built seats	As-built ratio	Benchmark Ratio	Hypothetical Count According to Benchmark	Space Count Delta	% Delta
Assigned Workstations	2115	2115	N/A	N/A	N/A	N/A	N/A
Hotel Seats	419	419	N/A	N/A	N/A	N/A	N/A
Offices	467	467	N/A	N/A	N/A	N/A	N/A
Total Individual Seats	3001	3001					

Aggregate Collaborative Spaces							
Small Conference Rooms (1-4 ppl)	151	604	1:20	1:40	75	76	101%
Medium Conference Rooms (5-8 ppl)	82	574	1:37	1:50	60	22	37%
Large Conference Rooms (+9 ppl)	88	880	1:34	1:75	40	48	120%
Phone Booths	47	47	1:64	1:30	100	-53	-53%

Notes:

- Conference room sizes were estimated according to the data provided in the floor plans. Further on-site validations are needed to ensure accuracy. Also, the number of seats were estimated based on average per meeting size.
- JLL recommends using the Master Space Data file to review in detail the distribution per building and floor.

Seat Utilization Illustrated

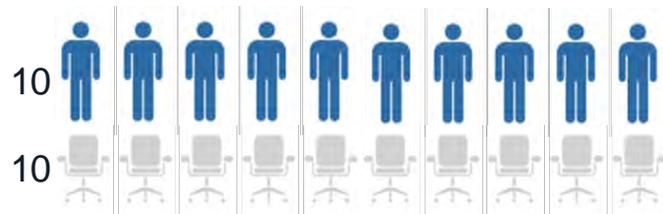
Using seat sharing can densify floor plans and align them with seat utilization

1:1

1 workstation for every 1 employee

Example:

- 10 workstations for 10 employees
- 100% seat utilization

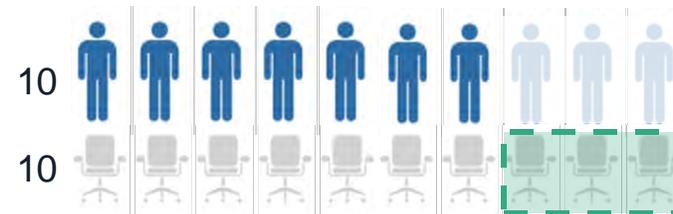


100% Utilization
(100% of 10 is 10)

This option illustrates 100% utilization of all workstations.

Example:

- 10 workstations for 10 employees
- 70% seat utilization
- 3 seat surplus



70% Utilization
(70% of 10 is 7)

3 Seat
Unoccupied

Note: Pre-COVID, administrative offices didn't have 100% utilization even if their policy was to be in office 5 days each week. Typical office utilization was 60-70% due to PTO, sick days, business travel, training, parental leave, and/or working elsewhere.

Seat Sharing Ratio Illustrated

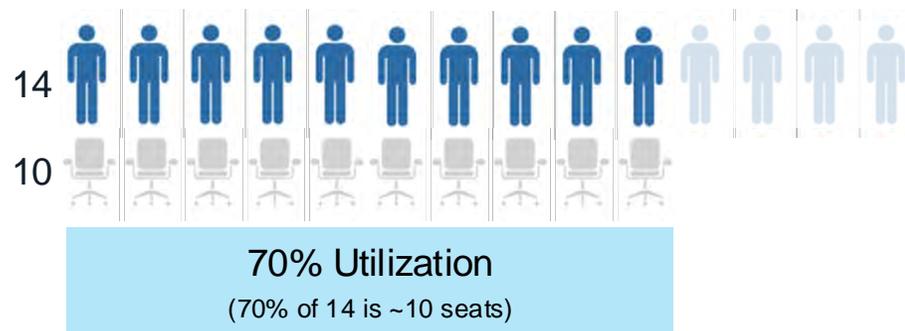
These visuals represent the aggregate sharing ratios required in our illustrative scenarios: #3 Flexible Seating (1:1.4) and #1 Current Space Seat Sharing (1:2.2). It supports that 1:2.2 is not achievable with the associated onsite expectation.

1:1.4

1 workstation for every 1.4 employees

Example:

- 10 workstations for 14 employees
- 70% seat utilization
- No deficit



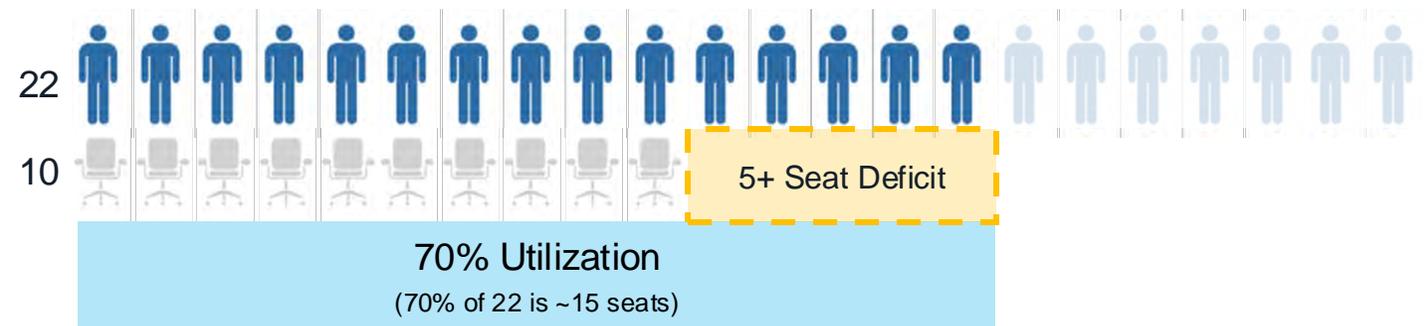
This option assumes 70% utilization of all workstations to support headcount.

1:2.2

1 workstation for every 2.2 employees

Example:

- 10 workstations for 22 employees
- 70% seat utilization
- ~5 seat deficit



This option assumes 70% utilization of all workstations with a higher sharing ratio. There is a 5-seat deficit which is not reasonable for implementation.

Technology



Enhancing Productivity through Consistent Tech Solutions

Standardize the technology of all work settings for productivity, connectivity and seamless experience

Note: It is recognized that King County IT is aware of opportunities to improve their technology provisioning, and that there are/ will be limitations to doing so across Departments. That said – based on feedback from Departments leaders – we are reporting key themes and opportunities.

GENERAL GUIDELINES

- **Connectivity Enhancements:** Ensure robust Wi-Fi coverage throughout King County's facilities to support mobility and flexibility in the hybrid work model.
- **Standardized Equipment:** Implement standard technologies such as dual monitors, docking stations, and ergonomic accessories across Departments.
- **Standardized A/V:** Develop standardized A/V equipment tailored to the varied space typologies of King County buildings. This will enable consistent connectivity and communication capabilities, enhancing meeting and collaboration experiences across all Departments.
- **Hybrid Meeting Solutions:** Upgrade conference rooms with state-of-the-art audio-visual equipment to improve hybrid meeting effectiveness.
- **Equitable Experience:** Work to achieve a technology provision and experience that is equitable across business lines and locations.



Pro Tip

- Ensure people get the most from the available technology by providing on-going awareness and training programs.

Specific Nuances Per Department

Below are specific technology challenges and opportunities for improvement gathered from leadership interviews

INDIVIDUAL TECH

- **Inconsistent workstation setup:**
 - DCHS
 - DES
 - DHR
 - KCIT (A need to create county wide tech standards for individual and meeting)
- **Poor Wi-Fi connectivity:** DCHS, DES
- **Engineers/Project Managers require special equipment and multiple monitors for on-site work:** DNRP
- **Department invested heavily for in-home office technology:** DNRP

MEETING TECH

- **Inadequate hybrid meeting technology:**
 - DCHS
 - DES
 - DPD
 - DPH (Microsoft Surface Hubs installed in most rooms, but hybrid meetings remain challenging for large meetings)
 - Exec
 - KCIT
 - Metro
- **Need for consistent meeting room technology standards across the County:** DLS
- **Need to address division-owned conference rooms outdated technology:** DPD

OPERATIONAL

- **Inconsistent technology budgets across Departments:** DES, KCIT
- **Potential technology budget constraints to implement plan in 2025:** DES, DNRP, KCIT
- **Need to implement county wide conference room booking protocols and system:** DLS
- **Concerns about insufficient individual technology onsite to implement 3 day in-office goal:** KCIT (Budget and Leadtime challenges)
- **Need for formal training on collaboration tools:** DPH (SharePoint, Teams, Surface Hubs, etc.)

Leading Practices: Workstations

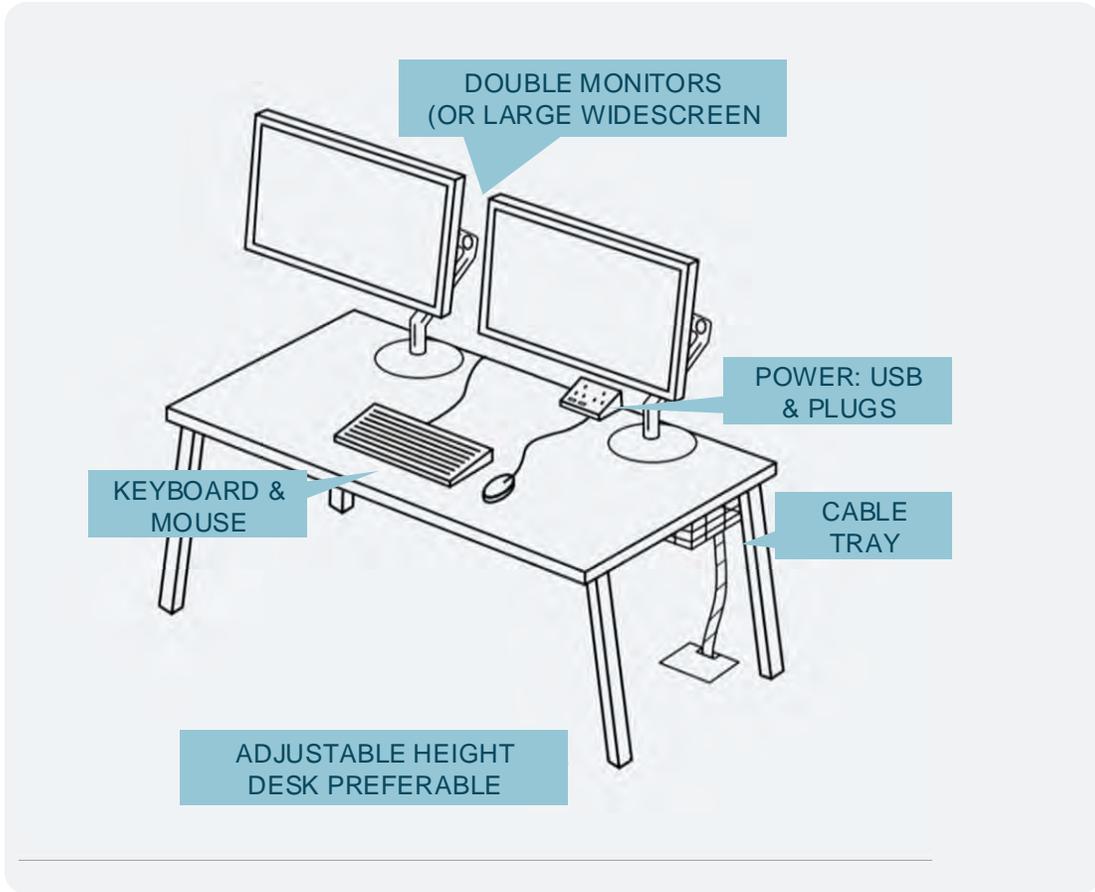
Each workstation meets consistent minimum standard requirements to ensure a productive and flexible work environment. When seat sharing, having a standard plug-and-play setup becomes increasingly important.

► Above the desk:

- **Monitors:** Two standard monitors or single larger widescreen with an adjustable arm and blue light filter to reduce eye strain
- **Desktop power supply:** 2 x AC power plus USB and USB-C charging points
- **Single cord for monitor display connect (USB-C)**
- **Standard keyboard and mouse**

► Below the desk (hidden):

- **AC power block located in cable management tray**
- **Cables:** Vertical cable distribution shall allow for concealed and protected connection from floor box / grommet / wall terminal to horizontal cable management



Leading Practices: Conference Rooms

A well-designed meeting room layout is crucial when integrating video conferencing technology. Proper equipment positioning and thoughtful interior design can significantly enhance the overall user experience

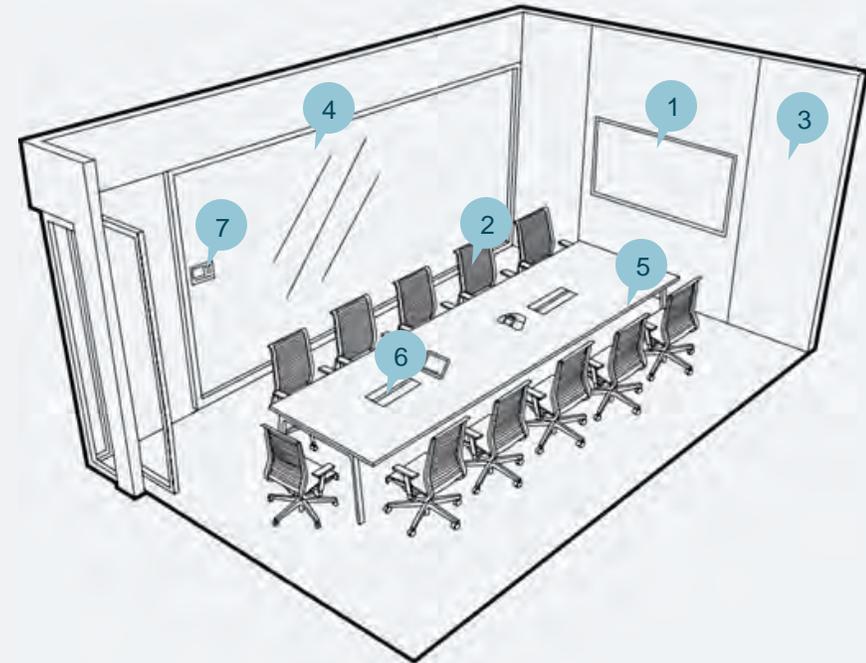
► **Layout Importance:** The room layout is crucial for effective video conferencing, focusing on the camera, screens, microphones, and seating.

► **Interior Design Elements:** Design features like wall colors and finishes can impact user experience for both in-room and remote participants.

► **Principles for Setup:** Follow basic principles before installation, including full room assessments for AV solutions.

► Key Features:

1. **Smart Screen:** To bring together whiteboarding, video conferencing and projection.
2. **Seat Positions:** Avoid placing directly in front of the camera.
3. **Wall Behind Camera:** Use flat, neutral tones without patterns.
4. **Reflective Surfaces:** Avoid glass opposite the camera.
5. **Meeting Tables:** Non-reflective surfaces.
6. **Power Supply:** Provide adequate power access.
7. **Touch Panel:** Inside - For controlling A/V facilities; Outside – For checking room availability.



Pro Tips



- The viewing distance should be between 1.5 to 2.5 times the screen's diagonal measurement.
- Graphics should be applied to walls that are not directly facing the camera.

Leading Practices: Digital Displays

Strategic digital displays for dynamic and efficient information sharing

- ▶ **Digital displays** are useful devices for sharing information across the population on the floor. These should be located in areas with high traffic and can share content from wayfinding to announcements or even highlight special events/ celebrations.
- ▶ **Screen configurations** typical range from single display (55" to 65") to ultra-high-definition video walls.
- ▶ **Wireless content sharing** is supports more seamless content sharing
- ▶ Opt for **energy-efficient displays** with an automatic sleep mode to minimize power consumption.
- ▶ Consider **central management systems** to allow real-time content updates and remote troubleshooting capabilities.
- ▶ Incorporate **modular systems** for easy scalability and upgrade paths without complete system overhauls.



Operations of Seat Sharing



Operational Considerations of Seat Sharing

Adopting a seat sharing program needs holistic planning and accommodations to be successful

GENERAL COMPONENTS

Neighborhoods, work settings, storage, protocols and etiquette are key operational components in making seat sharing in ABW space work well for employees.

Establishing these key components help organizations navigate, adapt, and thrive in a seat sharing model.



Neighborhoods

A key part for navigating and creating a homebase in a flexible environment.



Assigned Workstations

Establishing guidelines when certain situation arise where space assignments are required.



Clean Desk Policy

Ensuring desks are cleared each night to allow people to sit at a clear desk each morning.



Lockers & Storage Policy

Providing designated areas and a clear protocol for personal items, documents and team materials.



Lost & Found Policy

Establishing lost & found policy so everyone knows where to find missing items and place lost items.



Cleaning & Janitorial Protocols

Establishing cleaning guidelines and janitorial protocols will maintain a cleaner environment.



Ergonomic Equipment

Enhancing workplace experience through ergonomic equipment and policy guidelines fosters employees support and adaptability across seat sharing.



Behavior & Etiquette

Establishing clear guidelines become the foundation for behavioral expectations to work in a flexible environment.

Neighborhoods: Occupancy

A neighborhood strategy allows for teams to have a homebase in ABW workplace and support their adjacency & privacy needs

OCCUPANCY STRATEGY & PLANNING

A neighborhood strategy assigns individuals to a neighborhood, rather than a specific desk bases on status. The work settings within the neighborhood are shared among the team and support focus and collaborative work.

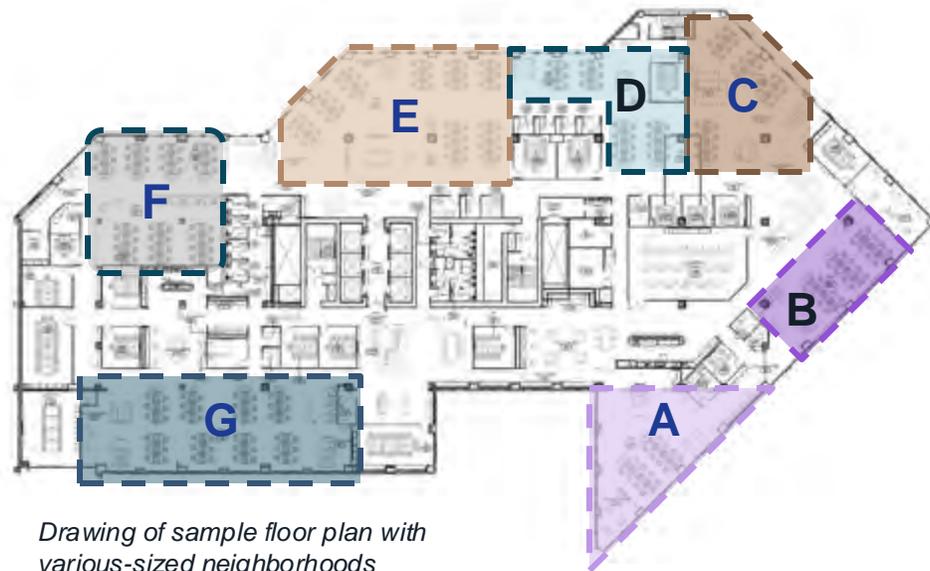
The inherent flexibility of ABW accommodates a variety of team sizes, working preferences and growth.

Neighborhood sizes vary with roughly 20-50 workstations, depending on floor and room configurations. The sample floor plan to the right lays out various sized neighborhoods, demarcating with color blocks and letters.

TEAM ASSIGNMENT

Teams are assigned to a neighborhood based on numerous factors:

- Assumed need for workstations based on employee attendance
- Adjacencies requested
- Privacy requirements
- Workstation availability within neighborhoods



Drawing of sample floor plan with various-sized neighborhoods demarcated with color blocks and letters.

Neighborhoods: Personalization

Team identification in neighborhoods help team members locate one another, aid navigation and recognize the variety of each team's personality

STANDARD NEIGHBORHOOD SIGNS

Facilities provides standardized team signage to indicate team areas in their designated neighborhood. This clear visual demarcation is essential for wayfinding.

However, team boundaries tend to flex and change. Managers and team leads are encouraged to reach out to facilities if a change in neighborhood assignment might be needed.

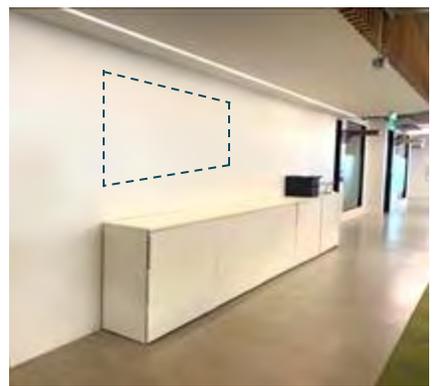
CUSTOMIZATION OPPORTUNITIES

Teams are encouraged to co-create decor that reflects their personalities in designated team personalization areas. Consider making something tactile and interactive with the entire team to combat digital fatigue.

INDIVIDUAL PERSONALIZATION

With the shared nature of ABW, individual personalization is not available at workstations. However, teams are encouraged to honor the individuals in the customization areas or on lockers if they are assigned to an individual.

PERSONALIZATION EXAMPLES



Example of team storage with outline of personalization area



Example of team signage for neighborhood identification



Example of team photos and art on cork-finished wall

Assigned Workstations

ABW enables most roles to perform in various work setting to optimize productivity by allowing choice. Guidelines need to be established for certain situation where space assignments are required

EXAMPLE: WORK POINT ASSIGNMENT GUIDELINES

Instances when an employee may be eligible for an assigned work setting include:

- Onsite presence exceeds designated threshold (e.g., 5 days a week)
- Director or managers in-office 4+ days a week
- Specialty equipment use requiring a permanent setting (e.g., special technology setup)
- Specific ergonomic needs that require longer than 15 minutes to set up and take down
- Medical/ physical needs

TRACKING

Retain a record of all assigned desks and on a routine basis, assess utilization of assigned work settings.

REALLOCATING

In certain circumstances, work setting assignments are provisional and can evolve based on team's needs and changes in workstyles.



Clean Desk Policy

Clean desk policies ensure that desks are cleared each night to allow people to sit at a clear desk each morning

CLEAN DESK POLICY

A clean desk policy is essential when working in a flexible environment. For that, each shared desk need to be cleared at the end of each day. The goal is to keep the work settings empty to allow individuals to work in an empty spot each day.

Items / objects removed from the desks each night by the janitorial staff will be placed in a “lost & founds spot” located within the nearest neighborhood copy/print room.

ETIQUETTE SIGNS

Etiquette posters remind employees of the policy. They shall be mounted in rooms and neighborhoods to increase adoption.

Clean-Desk Policy Tips

The sign features eight blue circular icons arranged in a 2x4 grid, each with a white icon and a text box below it. The icons represent: a monitor, a folder, a padlock, a person at a desk, a coffee cup, two people talking, a mop and bucket, and a person at a desk with a lock.

- Icon 1 (Monitor):** All workstations should be cleared at the conclusion of the work day.
- Icon 2 (Folder):** Documentation (including sensitive information) no longer in use should be shredded / disposed in secure confidential waste-bins or archived.
- Icon 3 (Padlock):** Store sensitive paperwork, electronic media and unsecured portable equipment or devices in lockable drawers and cabinets.
- Icon 4 (Person at desk):** Decorative items are welcome if they can be stored in the locker after the work day.
- Icon 5 (Coffee cup):** Refrain from eating at the workstations. Do not dispose of food at the workstations, use the trash/recycling in the café.
- Icon 6 (Two people talking):** Items left at a workstation after conclusion of the work day should only include monitors, keyboard, docking station and mouse that are standard on each desk. All other items will be removed.
- Icon 7 (Mop and bucket):** Sanitary wipes and disinfectant spray is available to clean desk surfaces. If a desk requires extensive cleaning, please contact Facilities at XXX.
- Icon 8 (Person at desk with lock):** Items can be left at workstations during the work day (including lunch and meeting breaks), but please store all personal items in locker at the end of the day.

Sample sign with clean desk policy tips with icons and explanation

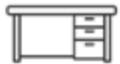
Lockers & Storage Policy: Individual

Create locker and individual storage options in designated areas and clear protocols to storage personal items and documents depending on space assignment

INDIVIDUAL STORAGE

Individual storage should be available to those who need it permanently or ad-hoc (day-use locker). It is important that all employees have a space to store their personal items regardless how many days they come to the office.

INDIVIDUAL STORAGE OPTIONS



PEDESTAL FOR ASSIGNED DESKS

People who are assigned to a desk could use the pedestal at the desk as their personal storage



LOCKER FOR UNASSIGNED DESKS

Those who are not assigned to a desk should get a locker



DAY USE LOCKER FOR VISITORS

Lockers that are not assigned on a floor can be leveraged for day use for visitors and/or remote workers

- **Option 1:** Those who are not assigned a desk may use the desk for the day; therefore, they are able to keep their personal belongings at desk for the day even when they are in meetings and away from the it – however at the end of the day it might be cleaned off completely as janitorial will remove ALL items to reset for the next day
- **Option 2:** Alternative idea is that there is not a “desk for the day” assumption and all hybrid employees will have an assigned locker

Lockers & Storage Policy: Team

Create team storage options within neighborhood and protocols so all members have access to team materials

TEAM STORAGE

Team storage should be provided based on the neighborhood requirements. Use of team storage is encouraged to keep lockers for individual use, workstations clean, and allow for personalization within neighborhoods.

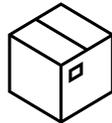
Storage should be labeled with the team's name. When teams relocate to another neighborhood or floor, all items stored must be removed by the facilities team. Any found items should be moved to Lost & Found. Some teams require higher amounts of storage than others. Please contact facilities to discuss storage needs.

TYPE OF TEAM STORAGE AND LOCATION



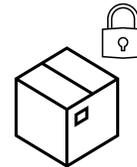
FILE CABINET

Closed / lockable storage within the neighborhood, identified with a team's name signage



TEAM DEDICATED STORAGE ROOM

Closed room located near neighborhoods



FUNCTIONAL TEAM'S STORAGE ROOMS

Teams can have assigned dedicated storage rooms



OFF-SITE STORAGE

Documents that are not used daily can be storage with a third-party outside current premises

Lost & Found Policy

Establish lost & found policy so everyone knows where to find missing items and place lost items

GENERAL POLICY

Common items left out on shared desks at the end of the day should be moved to a “Found Items” cabinet located in a common area, such as the nearest copy print room.

Items of higher value (e.g., laptop, wallet) should be given to Security for safekeeping until they are claimed (if possible).

CLEANOUT POLICY

Found Items drawers are fully cleared the last Friday of each month, and unclaimed items are held by facilities for one more month before being purged.

SUPPORT

If an employee needs assistance in retrieving an item, a facilities team member should provide help.



Photo of example lost & found cabinet



Photo of example of lost & found cabinet and the most common place for a lost & found is a copy/print room

Cleaning & Janitorial Protocols

Establishing cleaning guidelines and janitorial protocols will maintain a cleaner shared environment and allow people to sit at a clear desk each morning

EMPLOYEE GUIDELINES

Individuals are essential to keeping a tidy workplace so all employees can fully utilize the benefits of ABW. In an ABW environment, employees are expected to:



MAINTAIN A CLEAN WORKSPACE: Keep work surfaces clean and ready for the next team member once done using it. Have sanitizing wipes available throughout the neighborhoods, meeting rooms, and shared collaboration areas.



TIDY UP: Return furniture to its original place and erase any writing on whiteboards (after capturing it digitally.)



THROW IT AWAY: Dispose of waste in a trash bin or a recycling container. Food waste should be disposed of in compost bins in pantries and dining areas. All dining items should be returned to the tray drop location in the dining areas.



LEAVE NOTHING BEHIND: Remove all personal items when leaving a work setting for more than 3 hours so that it is cleared and available for another employee.

JANITORIAL PROTOCOLS

A regularly scheduled janitorial cleaning supports keeping a sharing environment clean and healthy for all employees and visitors. The facilities team is responsible for owning the janitorial program and managing service quality.

EXPECTATIONS

All work surfaces shall be cleaned every weeknight. Workstations, rooms, and collaboration areas shall be reset for the next day. Any employee items that are left behind shall be put in the designated Lost & Found area on the floor.

Some peer organizations level packs of sit-stand workstations to indicate they have been sanitized.

Ergonomic Equipment

Enhancing workplace experience through ergonomic equipment and policy guidelines fosters employees support and adaptability across desk sharing

ERGONOMIC EQUIPMENT

Maintain ergonomic standards when developing a seat sharing kit of part (ergo chairs, sit to stand desk, monitor arms, etc.). This will allow majority of employees to be ergonomically supported as they use a variety of work settings throughout the day. Create an ergonomic equipment policy to support the need for special ergonomic equipment for individuals. Some special ergonomic equipment can be shared and others storage in assigned storage or lockers.

WORK SETTING ASSIGNMENT GUIDELINES FOR SPECIAL ERGONOMICS

There may be an instances when an employee may be eligible for an assigned work setting when their specific ergonomic needs take significant time to set up and take down.

ERGONOMIC EQUIPMENT POLICY

Equipment such as standing mats and footrests can be picked up each day in any of the copy/print rooms. Personal ergo equipment, such as laptop stands and keyboards should be stored in your locker and setup each day.



Behavior & Etiquette

Establishing behavior & etiquette guidelines become the foundation for behavioral expectations to work in an ABW environment

BEHAVIOR & ETIQUETTE GUIDELINES

The way employees utilize the office will change in an ABW environment. Work settings are meant to support different activities and work modes, requiring new behaviors.

In order for an ABW environment to work well, behavior and etiquette expectations need to be communicated and reinforced through training, signage, and behavior modeling. The following describes the etiquette expectations for various areas.



Nighborhood Behavior Expectations

Nighborhoods are the primary places for individual and team work. The ABW neighborhood provides a variety of work settings to support individual focus work, one-on-one breakouts, and impromptu small group collaboration.



Meeting & Conference Room Behavior Expectations

Meeting and conference rooms shall be used for group meetings that require privacy and minimal distractions. Teams are encouraged to use meeting rooms near their designated neighborhood first.

Individuals requiring privacy or less distractions are encouraged to use focus rooms rather than meeting rooms.



Amenity Space Behavior Expectations

Amenity spaces are placed central to main circulation paths and further from neighborhoods so as not to disturb individual focused work. Larger groups are encouraged to utilize amenity spaces for gathering instead of neighborhoods.

Behavior & Etiquette: Noise Control

Effective noise control in shared environments requires a dual approach. While physical design elements like soundproof walls and dedicated quiet areas are crucial, implementing and adopting behavioral protocols can significantly enhance the acoustic environment

BEHAVIOR & ETIQUETTE GUIDELINES FOR NOISE CONTROL

- Use the appropriate work environment **based on your activity**.
- Please use your standard issued headset, and **refrain from using the speakerphone**, on calls taken in open/shared environments.
- Keep your **cell phone with you and on a silent or vibrate** setting.
- During working hours, **don't play music** through a radio or computer, **use your headset**.
- In person meetings can be **conducted in a variety of collaborative areas** – meeting rooms and resource areas rather than your workstation.
- Be **mindful of congregating close to workstations** where people are doing heads down work and may need a quiet space to focus in.



Behavior & Etiquette: Guidelines Samples

Examples of key behavior & etiquette guidelines to help with adoption of new ways of working

NOISE

Adjust accordingly but don't be silent

COLLABORATE: Our new space encourages more discussion and a healthy noise level keeps the energy up. Be mindful of team members working in open work areas when having lengthy or animated conversations.

USE YOUR HEADSET: Speaker settings should not be used in open work areas. Use your headsets when taking short calls and be aware of your noise level.

DO NOT DISTURB: If a team member is wearing a headphones, consider that a "do not disturb" sign. Consider sending an slack, gchat, or email instead.

EMPOWERMENT: If a team member's behavior is distracting, feel empowered to have a respectful conversation. The sooner it is addressed, the sooner it can be resolved.

APPRECIATE: Compliments go a long way. If you see someone who is being considerate, tell them you appreciate it!

CLEAN

Tidy up as you go

MAINTAIN A CLEAN WORKSPACE: Keep work surfaces clean and ready for the next team member when you leave. Sanitizing wipes will be available throughout the neighborhoods.

TIDY UP: Return furniture to its original place and erase any writing on whiteboards.

THROW IT AWAY: Dispose of waste in a trash bin or a recycling container. Food waste should be disposed of at the café compost bins and all dining items, should be returned to the tray drop location in your café.

LEAVE NOTHING BEHIND: Remove all personal items with you when you plan on leaving a desk for an extended period of time.

USE YOUR LOCKER: Store personal items and computer peripherals (headset + wireless keyboard) at the end of each day.

SEATING

Plan ahead for success

LOCATE: Share your location on Teams to let people know where you are working.

WORK IN YOUR NEIGHBORHOOD: Plan to work in your neighborhood each day you come to the office. If you are collaborating with a team member in another neighborhood, think of it as visiting them for the time you are working together, but plan to return to your neighborhood when you're finished.

FLEXIBILITY: Our new space should provide you with the flexibility you need to be productive and effective, and choose the work setting that aligns with the activity that you need to complete.

Change Management

The Path to a Successful Workplace Change

A successful workplace change encompasses much more than the physical solution



The Path to a Successful Workplace Change

Stakeholder adoption is higher when there is a clearly defined change strategy

To be successful, companies must establish the **WHY**, **WHAT**, and **HOW**



Establish the WHY

- Align Leadership perspective on the “North Star” reasoning for increasing in-office work
- Create key talking points about the “why” that are regularly and reliably used by all leaders



Define the WHAT

- Clearly define employee expectations
- Ensure leaders and managers are modeling the way
- Establish and document norms within the workplace that support a positive in-person experience
- Support employees in getting the equipment needed for a functional workplace



Plan the HOW

Implement a comprehensive change management strategy with:

- Robust communication
- Training where needed
- Positive reinforcement

By implementing this approach, King County will establish the **reasoning behind the change**, define **clear expectations**, and implement a comprehensive strategy to **support employee adoption**

WHY: A Clear Purpose for the In-Office Presence

Stakeholder adoption is higher when they believe there is a compelling narrative that states a clear purpose

CONSIDERATIONS WHEN DEVELOPING THE “WHY”

1. Connect it with business objectives
2. Ensure leadership engagement and role-modeling
3. Highlight employee benefits

Employees aren't just seeking policy details; they want to **understand the reasoning behind the rules**. When the 'why' is transparent, trust is built, and adherence rises.

Companies that have established and communicated a **North Star vision** for their flexible work plan may find it easier to inspire employees to return to the office.

Crucial to this vision is a keen understanding of which moments truly matter to company goals so that employees know **why they are needed on-site** and **how their presence contributes to organization's success**.

WHAT: The Importance of a Clear Guidance

It is imperative the employees comprehend what is changing and what is expected of them

Defining a clear policy and evolving it over time

A crucial aspect is establishing a well-defined policy that can adapt to changing needs. Companies should regularly review and update these policies based on employee feedback and evolving business needs.

Setting clear expectations for in-office presence

To effectively manage a hybrid workforce, it's key to set and manage expectations around required in-office days, in-person collaboration objectives, and how performance will be measured in the new work environment.

Addressing operational details of hybrid work

This involves establishing the protocols and etiquettes for the new way of working, such as guidelines around clean desk policy, meeting room reservations, lost and found procedures, etiquettes in shared spaces, etc.

Establishing a realistic timeline for implementation

This includes phasing the implementation, setting short-term goals for initial adoption, and outlining long-term objectives for full implementation. Also, conduct regular check-ins to assess progress and adjust.



HOW: Implementing a Change Management Approach

Creating a change strategy and implementing a sustainable solution will accelerate employee adoption and drive business objectives

WHAT IS CHANGE MANAGEMENT?

Change Management is a systematic approach to support employee adopting inclusive of:

- **Communication** (awareness)
- **Training** (education)
- **Sponsorship** (reinforcement)

WHY DOES IT MATTER?

Only 30 percent of change projects succeed in hitting their initial goals. Taking a focused approach to managing change can make the difference between success and failure to meet project goals.

The advantages of change management are that it:

- **Provides focused attention** on adoption of planned changes
- **Minimizes downtime and productivity dips** due to changes
- **Prioritizes the highest-impact needs** to address issues and challenges with adoption

HOW: Change Management Leading Practices

Effective change management requires a holistic, human-centric approach that engages all levels of the organization, fosters co-creation, and adapts to evolving expectation

- Establish a **common vision** and clear performance measures for the success of the change
- Move from a top-down change to a **co-creation approach**, underscoring shared ownership
- Build a **compelling case for change** with data-driven insights
- Influence hearts and minds and deploy a **human-centric change approach** to support inclusive change
- Focus on **behavioral change** reinforcement, agnostic of space
- Identify cognitive biases and accelerate behavioral change with **leadership role-modeling**
- Build **powerful, empathetic communication** and content strategies
- Recalibrate employee expectations to align with **increased flexibility and choice**
- Co-create solutions and ensure **knowledge transfer**



Measuring the Success of Change Implementation

The metrics below represent ways that different organizations use to measure the success of the adopted change. Applicability will depend on their unique scenario

Category	Description	Metrics*				
SPACE	Measures how efficiently office space is used	Desk Sharing	Rentable Square Feet	Density (SF / Seat)	Vacancy	Cost per sqft
UTILIZATION	Tracks percentage of occupation and usage patterns of office space	Peak Utilization	Avg. Utilization	Meeting Room Supply vs Demand	Hybrid / Remote	Time spent on-site
EMPLOYEE EXPERIENCE	Assesses employee satisfaction and well-being	Employee engagement scores	Noise levels	Light Quality Score/Air Quality Index	Employee Wellness Rating	Absenteeism rates
TECHNOLOGY & SUSTAINABILITY	Evaluates technology adoption and environmental impact	Technology adoption rates	Technology reported issues	Energy consumption per SF	Carbon footprint measurements	Waste reduction metrics
LAYOUT DESIGN / WORK PATTERNS	Analyzes space layout effectiveness, inclusivity and work behavior patterns	Inclusivity perception scores	Collaboration time vs. individual work time	Office amenity usage	Workstyle / Persona	Individual vs. Collaboration space usage

* Note: These metrics reflect industry leading practices and are illustrative. They should be reviewed and tailored to align with King County's specific objectives and implementation goals.

Overarching Experience



Enhancing the Employee Experience Journey

The following represents sequential steps to enhance the employee experience journey



DISCOVER

- Define your experience vision and guiding principles
- Understand your Personas, their feelings, expectations, and behaviors
- Identify the moments that matter the most to them.



DEFINE

- Generate new ideas/ concepts and create a diagram that visually maps the steps in the service experience process delivery
- Define and map the experience menu for each Persona identified
- Establish service levels withing the building to envision the ideal experience journey from a user perspective



IMPLEMENT

- Prototype the Service Experience
- Test Marquee Moments
- Perform Service Delivery “Dress Rehearsals” / Role Play
- Create the new SLAs and/or redefine and update existing ones
- Provide training to the staff responsible for its delivery
- Launch the new service experience

The following pages includes examples of key factors, fundamental pillars and framework needed to create a cohesive, human-centered experience strategy

Why Workplace Experience Matters

Empowering human experiences is the key to a thriving workplace



A workplace that is powered by human experience goes beyond a work-life balance. It drives how people feel about their place of work. How empowered, engaged and fulfilled they are, it's the purposeful fusion of life and work based on authentic human experiences..."

- Dr. Marie Puybaraud, Global Head of Research, JLL Corporate Solutions

KEY FACTORS FOR HIGH QUALITY WORKPLACE EXPERIENCES

Human-Centric

A space where diversity is celebrated, and design is considerate of all user needs

Frictionless

A space that provides concierge services and provides seamless experience through technology



Diverse

An aspirational place to be, an environment where people are keen to be part of

Sustainable

A manifestation of the sustainability ambitions of the company

Workplace Experience Ecosystem

Example of key factors that can support a high-quality employee experience

Human-centric



1. Diversity, Equity and Inclusion

One of the core principles in workplace planning & design

2. Planning for Neurodiversity

Choice of space, intentional calming finishes, and customizable design features

Diverse



1. Work / Play / Live

Expansion of the kit of parts to support the whole person and build connections to the community

2. Hospitality Spaces

Mix of food services to meet varied needs (Lounges, coffee bars, event space and pop-up food service, work cafés with healthy snacks)

3. Variety of Concentration Spaces

Greater choice in the design and qualities of individual workspace

Frictionless



1. Hosted Experiences

Enhanced concierge services to create seamless experiences

2. Technology Enabled

Technology integration in the physical environment and user tools provide users' data and recommendations in real time

Sustainable



1. Green Certifications

2. Building Systems

State of the art engineering design that maximizes HVAC efficiency and energy reliability

3. Cooperative Landlord

Alignment in sustainability, wellness, and health & safety goals

Workplace Experience Fundamental Pillars

A holistic experience strategy usually encompasses five fundamental pillars

HOLISTIC EXPERIENCE STRATEGY

01 Operational *Experiences*

Refer to the interactions, processes, and activities that users encounter as they engage in the day-to-day functioning and management of their operations at work, home or a destination.

02 Physical *Experiences*

Refer to the sensations, perceptions, and interactions that users have with the tangible and sensory aspects of the external world and their own bodies.

03 Digital *Experiences*

Refer to the interactions, engagements, and activities that individuals have in the digital realm, which includes digital devices, platforms, and technologies.

04 Emotional *Experiences*

Refer to the subjective and internal feelings, reactions, and states of consciousness that individuals encounter in response to various stimuli, events, thoughts, or situations.

05 Cultural *Experiences*

Refer to the activities, interactions, and engagements that allow users to immerse themselves in the traditions, customs, values, and way of life of a particular culture or group of people.

A comprehensive and integrated approach uses **these pillars** to manage and enhance the **full spectrum of experiences** that end-users encounter.

This approach goes beyond just focusing on individual touchpoints or interactions and considers the **entire journey ecosystem**.

Creating a Meaningful Workplace Experience

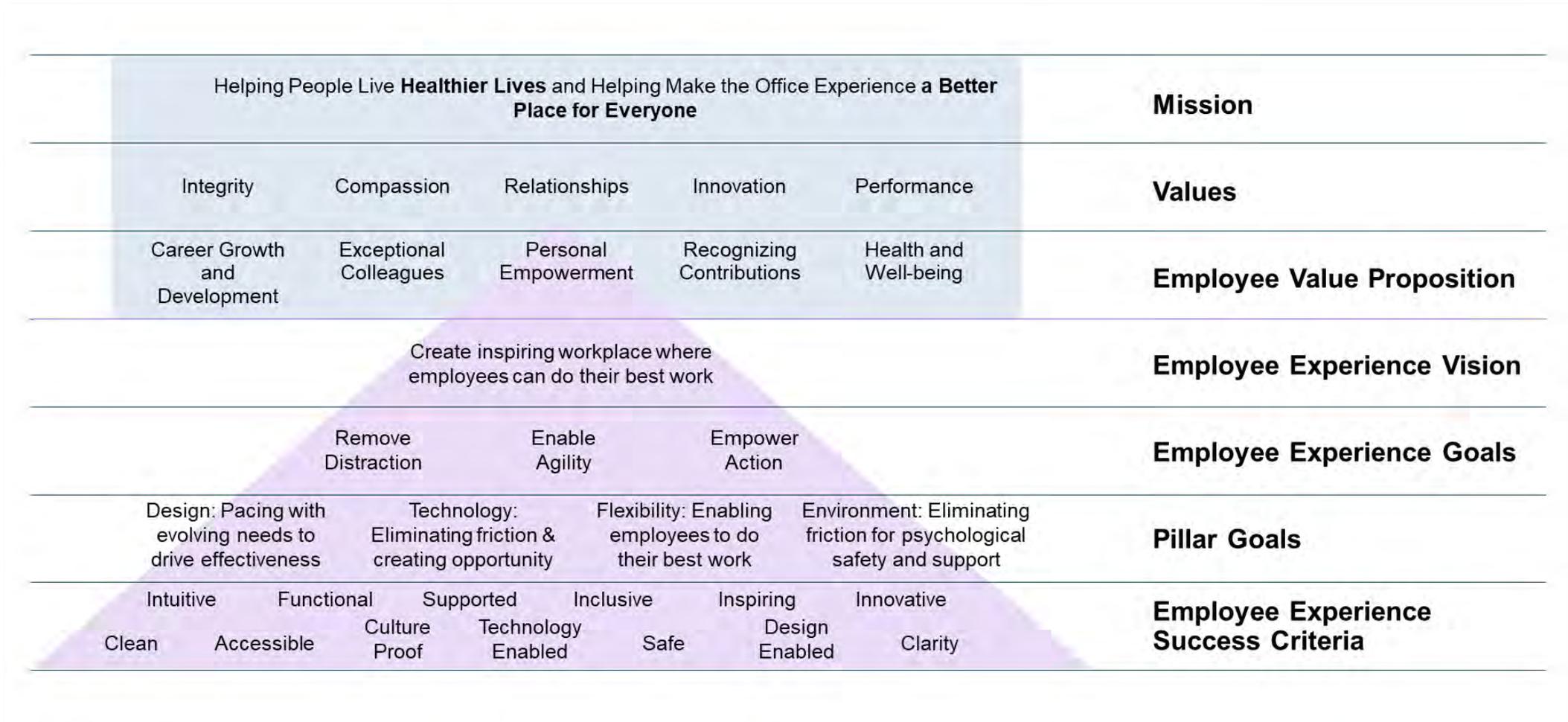
Organizations are more likely to have success in their workplace experience by creating an experience strategy framework

Below represents a leading practice framework for developing a holistic workplace experience, advancing in three phases from establishing a 'north star' vision to success measurement and adjustments:



Illustrative Experience Framework

The graphic below shows an example of client’s comprehensive employee experience framework inclusive of a “North Star” mission statement, values, goals, and success criteria.



Workplace Experience Menu

An output of experience strategy development is a comprehensive list or “menu” of potential experience offerings to evaluate and prioritize for implementation.

A workplace experience menu is a **comprehensive list of services, amenities, and offerings** provided by an organization to **enhance the work environment and support employee well-being**. It typically includes a range of options such as workspace choices, wellness programs, food services, learning opportunities, social events, concierge services, etc.

The example below represents different options of experience services, amenities and offerings:

	Workspace Experience	Technology Experience	Wellbeing Experience	Social Experience	Food Experience	Ways of Working
Examples	<ul style="list-style-type: none"> <input type="checkbox"/> Height Adjustable Desks & Ergonomic Furniture <input type="checkbox"/> Meeting room types & use education campaign <input type="checkbox"/> Acoustics/noise buffering <input type="checkbox"/> Privacy film/screens for meeting / private rooms <input type="checkbox"/> Digital signage <input type="checkbox"/> Wayfinding <input type="checkbox"/> Art Installation 	<ul style="list-style-type: none"> <input type="checkbox"/> Dual Monitors & easily customizable peripherals <input type="checkbox"/> Universal docking stations <input type="checkbox"/> VPN <input type="checkbox"/> Digital whiteboards <input type="checkbox"/> Quality AV / Video Conference Tech <input type="checkbox"/> Virtual Reality Equipment (VR) <input type="checkbox"/> Printers <input type="checkbox"/> Office Supplies & IT Tech Vending 	<ul style="list-style-type: none"> <input type="checkbox"/> Onsite gym <input type="checkbox"/> Lockers & showers <input type="checkbox"/> Regular fitness/yoga classes <input type="checkbox"/> Dedicated fitness room <input type="checkbox"/> Fitness competitions <input type="checkbox"/> Bike racks & safe dry storage <input type="checkbox"/> Prayer/Meditation Rooms <input type="checkbox"/> Onsite Childcare <input type="checkbox"/> Onsite Pet Care <input type="checkbox"/> Onsite Healthcare 	<ul style="list-style-type: none"> <input type="checkbox"/> Branded lobby experience <input type="checkbox"/> Town hall space <input type="checkbox"/> Outdoor gathering space(s) <input type="checkbox"/> “Winning together” wall / displays of key successes over time <input type="checkbox"/> Grab & Go Café <input type="checkbox"/> Community Manager / Host <input type="checkbox"/> Meditation playlists <input type="checkbox"/> Resource Group Events (ERGs) 	<ul style="list-style-type: none"> <input type="checkbox"/> Healthy food options <input type="checkbox"/> Free all-day coffee and snacks <input type="checkbox"/> Free breakfast / lunch <input type="checkbox"/> Remote food ordering app <input type="checkbox"/> Free take home snacks for the commute 	<ul style="list-style-type: none"> <input type="checkbox"/> Community Manager / Host <input type="checkbox"/> Manager / employee lunch & learns <input type="checkbox"/> LinkedIn Learning <input type="checkbox"/> Series of workshops on creative processes <input type="checkbox"/> Definition of what collaboration days are <input type="checkbox"/> Training on intention of anchor days

Cost Estimation



Cost Estimation Considerations

Supporting the long-term goal of 3 days in office will require investment by King County. Below are estimated costs for acquiring additional space for Departments

When planning for a long-term solution to accommodate the goal of 3 days in office, most Departments will require spend to update current space and/ or obtain new space to support their employees.

In this section directional cost estimates that may be included in high-level projections are provided. We recognize that each Department's plan may be different, and we are not making any specific recommendations with the provision of these metrics and framework.

At right are estimated costs for lease acquisition, and the following pages outline three constructs with associated costing estimates inclusive of moves, construction, and furniture solutions.

ESTIMATED COSTS FOR LEASE ACQUISITION

Downtown Seattle Q3, 2024 Office Market Numbers

1. Total Availability – 20.6 million RSF / 34.4% vacancy

- 16.9 million Direct Availability / 28.3% of vacancy
- 3.6 million Sublease Availability / 6.1% of vacancy

2. Class A-/B+/B Direct Asking Rate Range

- \$32 - \$44 fully serviced

3. Free Rent

- 1 Month for each year of the lease

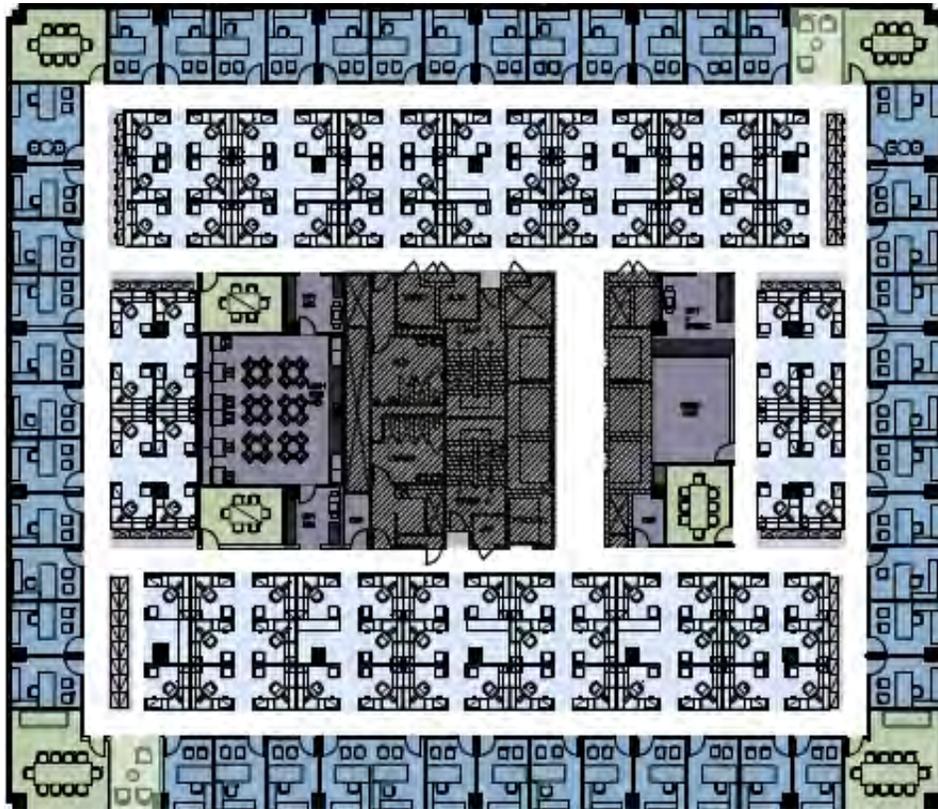
4. Tenant Improvement (TI) Allowance

- \$7 - \$10 per RSF for each year of the lease

Cost Estimation Considerations

Estimated Costs for TI's and FFE: Traditional Approach Office Illustration

TRADITIONAL APPROACH



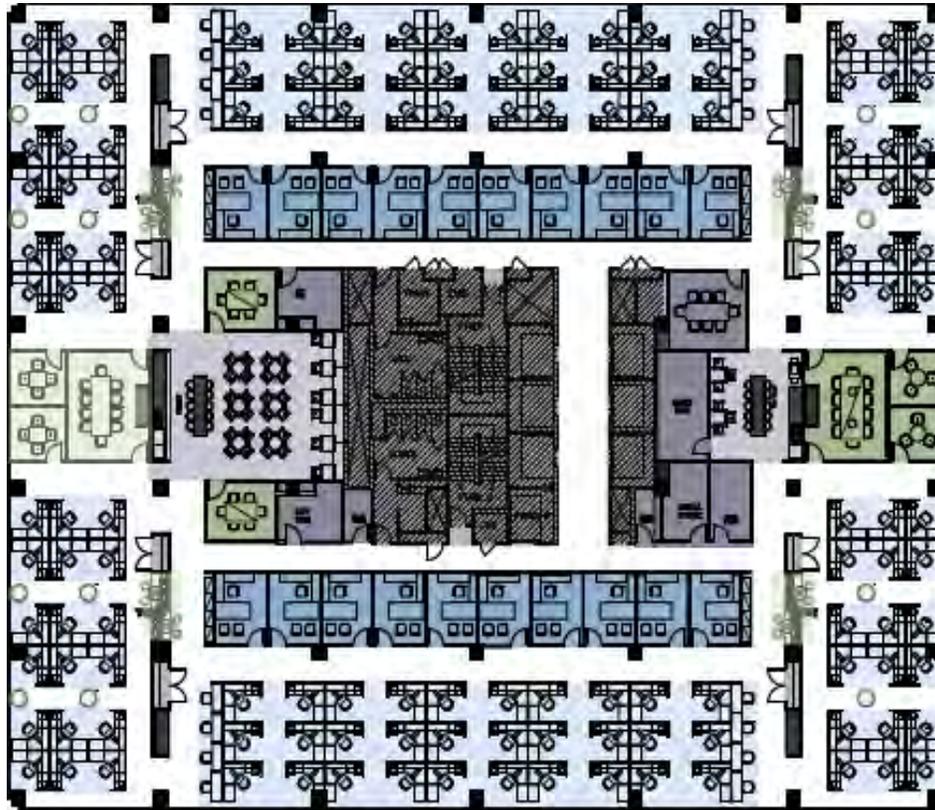
Key Points:

- Assigned/ permanent Private Offices and Workstations for each employee
- Heavily built environment
- Meeting room to desk seat ratio: 0.59:1
- Emphasis on **business/focus work** first – other functions follow (collaboration, social, learning)

Cost Estimation Considerations

Estimated Costs for TI's and FFE: Progressive Approach Office Illustration

PROGRESSIVE APPROACH



Note:

- This approach represents King County's current typical floor plans.
- The only difference is related to density: King County currently have larger individual work points (workstations), which may result in a different work point density compared to this illustration.

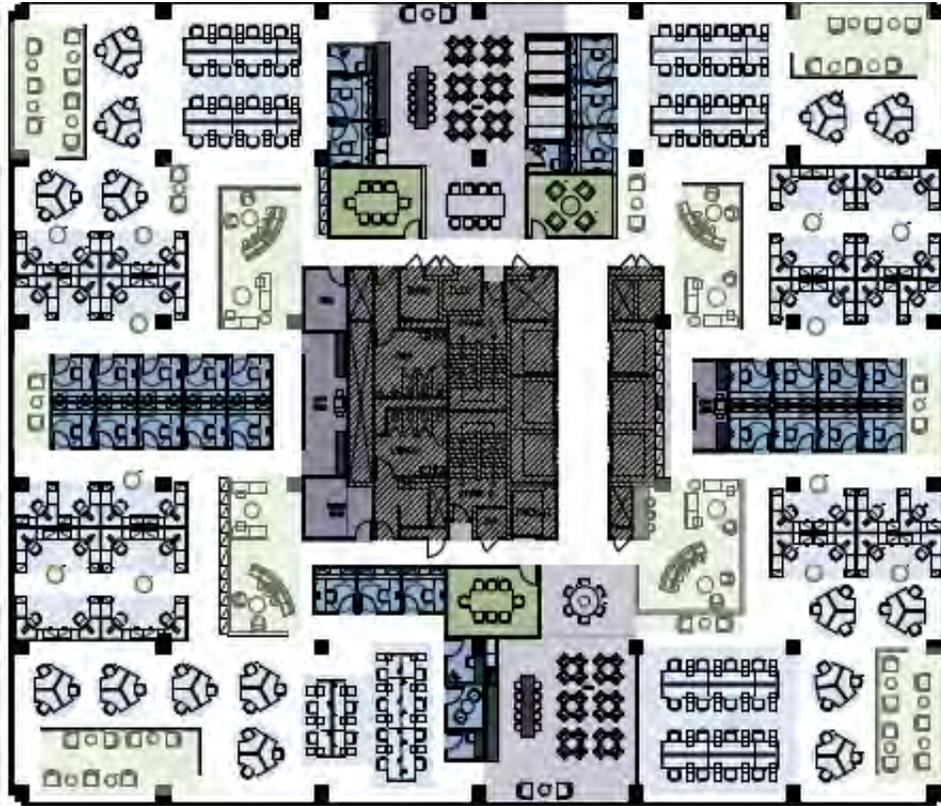
Key Points:

- Mix of permanent desks and hybrid employees
- Physical environment built on a modular system for potential flexibility/ change
- Meeting room to desk seat ratio: 0.80:1
- A **range of space typologies** support user control and choice of work setting

Cost Estimation Considerations

Estimated Costs for TI's and FFE: Future-Proof Approach Office Illustration

FUTURE-PROOF APPROACH



Key Points:

- Hoteling stations and reservation systems implemented by hybrid employees
- Open space, flexible solutioning
- Meeting room to seat desk ratio: 105:1
- Emphasis on **collaboration and socialization** – nomadic individual, focus work

Cost Estimation Considerations

Estimated Costs for TI's and FFE: Construction Costs

TRADITIONAL

Move and Move Management

- \$3.00/SF

Furniture Scope

- Insert strategy from “furniture” slide

Construction Considerations

- \$2/SF – selective demolition
- \$1/SF – lighting upgrades (T24)
- \$6/SF – carpet tile patching
- \$9/SF – ACT revisions & patching
- \$2/SF – painting & patching
- \$5/SF – electrical outlets w/ data capability (routed overhead)

TOTAL HARD COST: \$50 - \$65/ SF

Clarifications:

- Demolition of finishes only, existing layout remains.
- All partitions, doors, and casework will remain.
- No HAZMAT abatement necessary.
- Very little change in current floor plan.
- Trade permits for electrical work only.

PROGRESSIVE

Move and Move Management

- \$3.00/SF

Furniture Scope

- Insert strategy from “furniture” slide

Construction Considerations

- \$3/SF – selective demolition
- \$100/SF – Selective TI construction to support new layout

TOTAL HARD COST: \$128 – \$144/SF

Clarifications:

- Assumes selective demolition of some partitions to support new layouts.
- No HAZMAT abatement necessary.
- Potential need of building permit, which would require AOR fees.
- No new MEP routing through structure.

FUTURE-PROOF

Move and Move Management

- \$3.00/SF

Furniture Scope

- Insert strategy from “furniture” slide

Construction Considerations

- \$2/SF – complete demolition to warm shell
- \$128/SF – TI construction to support new layout

TOTAL HARD COST: \$156 - \$172/SF

Clarifications:

- Complete demo to a warm shell condition.
- No HAZMAT abatement necessary.
- No new MEP routing through structure.
- Potential need of building permit, which would require AOR fees.

“DO NOTHING”

Move and Move Management

- \$3.00/SF

Renovation & Replacement of Unusable Furniture (where necessary)

- \$12/SF

Construction Considerations

- \$1/SF – selective demolition
- \$0.75 – lighting upgrades (T24)
- \$3/SF – carpet tile patching
- \$4/SF – ACT revisions & patching
- \$1.5/SF – painting & patching
- \$5/SF – electrical outlets w/ data capability (routed overhead)

TOTAL HARD COST - \$31/SF

Clarifications:

- No modifications of partitions or floor plate egress.
- No HAZMAT abatement necessary.
- Very little change in current floor plan.
- Trade permits for electrical work only.
- Furniture will be inconsistent.

Cost Estimation Considerations

Estimated Costs for TI's and FFE: Advantages & Disadvantages

TRADITIONAL

Advantages

- Provides dedicated individual private office and workspaces.
- Supports focus work.
- Reduces visual and acoustic distractions
- Supports a lower density and greater “social distance”.

Disadvantages

- Fixed architectural elements limit flexibility.
- Creates underutilized or unused space.
- Minimizes natural light and views.
- Reduces opportunity for spontaneous collaboration, learning, and socialization.
- Increases cost for future state changes.

PROGRESSIVE

Advantages

- Flexibility for hybrid and permanent staff.
- Wider breadth of meeting space types
- Can accommodate a variety of personal work styles
- Becomes a tool for talent retention and recruiting
- Supports a multi-generational workforce
- Creates opportunity to leverage technology in various meeting offerings, allowing for equity between those in the office and those remote

Disadvantages

- Increases visual and acoustic distractions
- Increases density and provides less personal space

FUTURE-PROOF

Advantages

- Supports the hybrid workplace offering employees the ultimate flexibility in space type offerings
- Facilitates connection through an increase in collaboration space offerings
- Provides a competitive advantage when it comes to talent retention and recruiting
- Encourages a variety of personal work styles
- Creates opportunity to leverage technology in various meeting space types, allowing for equity between those in the office and those remote
- Supports low-cost options for future state changes

Disadvantages

- Increases visual and acoustic distractions
- Challenges those who need a dedicated space

“DO NOTHING”

Advantages

- Reuse of existing furniture elements leads reduction in procurement timelines.
- Shortest schedule path to space revisions for workplace use.
- This would be the least cost option in the short term to operation of the space.

Disadvantages

- This would be a short-term solution that would not solve the long-term problem.
- Restacking with existing furniture would lead to some replacement and likely mis-matched furniture product.
- There is little to no ability to use the workplace in employee retention or attraction strategy.
- Inequity in the office related to change management.

Cost Estimation Considerations

Estimated Costs for TI's and FFE: Furniture

BUDGET- FRIENDLY

Workstation

- Fixed 30x72 worksurfaces with 30D fixed BBF pedestal.
- Monolithic tackable 42H panels with power
- Acrylic dividing screens between users

Private Office

- 30x72 desk with return and BBF pedestal and overhead storage with tackboard below
- BF credenza with seat cushion
- Metal BF credenza
- Task and guest chair

Conference Room

- No power in the table

Break Room

- Café height table with 3 metal stools

Reception/ Collaboration area

- 2 Lounge chairs in black vinyl upholstery and round table
- Café height meeting table with 2 stools



PRICE RANGE \$19.00 - \$22.00

PROGRESSIVE

Workstation

- Fixed 30x72 worksurfaces with ith BF mobile pedestal
- Monolithic tackable 42H panels with power and 15H frosted glass screens

Private Office

- All laminate office fixed height 30x72 desk with return and BBF support pedestal
- Floating shelf with tackboard below
- 60W Open/BF credenza and coat tower
- Task and guest chair

Conference Room

- Power in the table

Break Room

- Café height table with 3 wood stools

Reception/ Collaboration area

- 4 upholstered lounge chairs and 2 tables
- Café height meeting table with stools



PRICE RANGE \$24.00 - \$27.00

HIGH-END

Workstation

- HAT 30x72 table with under-worksurface mounted console pedestal and screen.
- Floor mounted power rail

Private Office

- All laminate office with HAT 30x72 desk and fixed return
- BBF support pedestal
- Sliding door overhead
- Task and guest chair

Conference Room

- Table with power and Clarity chairs

Break Room

- Live edge café height table with 4 wood stools

Reception/ Collaboration area

- Work height upholstered sofa and table with ottomans

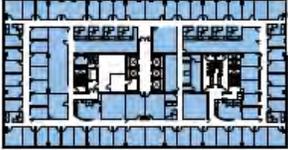
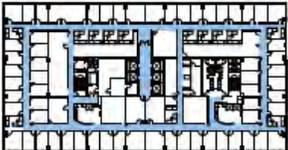
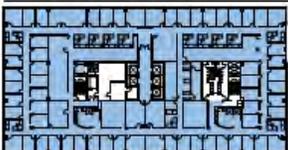
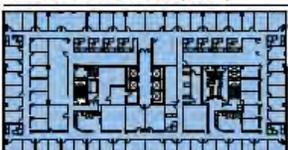
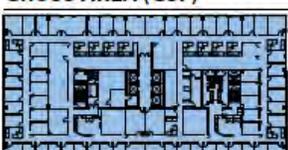


PRICE RANGE \$30.50 - \$33.50

Appendix

04

SF Measurement Glossary

	What it Includes	How it is Measured	When is it Used
NET AREA (NSF) 	Includes workspaces (office and workstations), dedicated support (conference rooms, supply rooms, etc.), shared support (shared copier rooms, break rooms, etc), and special mission-critical support spaces (evidence rooms, laboratories, courtrooms, etc.)	Measure to the centerline of interior partitions of a space. Total Net Area is calculated by adding together all programmed areas.	<ul style="list-style-type: none"> • Space Programming • Space Standards/Guidelines • Tenant Improvements
CIRCULATION AREA 	Circulation Area can be broken into two types: primary and secondary. Primary circulation is the main route connecting the building core and common spaces, such as elevator lobbies, exit stairs, and core toilets. Secondary circulation is the aisles between individual and support spaces.	Based on the ratio of enclosed spaces to open spaces, a Circulation Multiplier is estimated and applied to the total Net Area to determine the Circulation Area. <i>Planning Formula: Circulation Area = NSF x (Circulation Multiplier - 1)</i>	<ul style="list-style-type: none"> • Space Programming • Space Standards/Guidelines • Tenant Improvements
USABLE AREA (USF)* 	Includes Net Area and Circulation Area, but excludes building core and common spaces such as elevators, exit stairs, mechanical rooms, and core toilets. For multi-tenant floors, common building corridors are excluded from Usable Area and instead, are included in the Rental Area.	See ANSI/BOMA standard* for detailed calculation method. Generally speaking, measure the area enclosed between the finished surface of the office area side of corridors and the dominant portion of the exterior walls or vertical penetrations. <i>Planning Formula: USF = NSF + Circulation Area</i>	<ul style="list-style-type: none"> • Space Programming • Space Standards/Guidelines • Tenant Improvements
RENTABLE AREA (RSF)* 	Usable Area and building common spaces, such as the building lobbies, egress corridors, service spaces (mechanical/electrical, toilet, janitorial, etc), and loading docks. Excludes major vertical penetrations, such as stairwells, elevators, and major shaft spaces.	See ANSI/BOMA standard* for detailed calculation method. Generally speaking, add the usable area to building common spaces while excluding major vertical penetrations. <i>Planning Formula: RSF = USF + prorated share of Building Common Area</i>	<ul style="list-style-type: none"> • Commercial Leases • Rent Calculation
GROSS AREA (GSF)* 	Includes exterior wall thickness, and all vertical penetrations (mechanical/electrical, plumbing, elevator shafts, stairwells, etc.), as well as basements, garages, and penthouses. Excludes parking lots and loading docks outside the building line.	See ANSI/BOMA standard* for detailed calculation method. Generally speaking, measure to the outside finished surface of permanent outer building walls. <i>Planning Formula: GSF = RSF + Vertical Penetrations and Building Exterior Walls</i>	<ul style="list-style-type: none"> • Construction • Real Estate Portfolio

* For additional details on these definitions and space calculation methods, please refer to ANSI/BOMA Z65.1-1996, "Standard Method for Measuring Floor Area in Office Buildings".

Department Dashboards

Note: This work captures a subset of 5,000 administrative hybrid employees within King County. The 13,000 non administrative employees already have been accounted for.

Department Dashboards

Index

Department & Division Name		Interviewee(s)	Date Interviewed
<u>DCHS</u>	Department of Community and Human Services	Kelly Rider, Savannah Mitchell, Jenna Wolfstone, Amber Green, Teesha Bailey, Evan McKittrick	11/18/2024
<u>DES</u>	Department of Executive Services	Lorraine Patterson-Harris, Cindy Cawailing, Tom Koney, Danielle Lucero	11/15/2024
	<u>BRC:</u> Business Resource Center	Tom Koney	11/18/2024
	<u>FBOD:</u> Finance & Business Operations Division	Carmel Call	11/21/2024
	<u>FMD:</u> Facility Management and Design	Drew Zimmerman, Cristina Gonzalez	11/8/2024
	<u>ORMS:</u> Office of Risk Management Services	Christine Oh	11/14/2024
<u>DHR</u>	Department of Human Resources	Jay Osborne, Adrienne Leslie, Leslie Mullins	11/19/2024
<u>DLS</u>	Department of Local Services	Leon Richardson, Cheryl Binetti	11/19/2024
<u>DNRP</u>	Department of Natural Resources and Parks	John Taylor, Mo McBroom, Marin Burnett, Rachel Sreebny	11/13/2024
<u>DPD</u>	Department of Public Defense	Melanie Oberman	11/4/2024
<u>DPH</u>	Department of Public Health	Hikari Tamura, Susan Eddy, Michael Gideon	11/6/2024
<u>Exec</u>	Executive Department	Whitney Abrams, Martine Kaiser, Keiley Ramseur	11/20/2024
<u>KCIT</u>	King County Information Technology	Megan Clarke, Andy Gravano	11/8/2024
<u>KCSO</u>	King County Sheriff's Office	Ian Huri (Interviewed but excluded from scenario exercise)	11/8/2024
<u>Metro</u>	Metro Transit Department	David Eldred, Tiffani Duncan	11/15/2024

Dashboard 1 of 2

- Department Director: Kelly Rider
- Deputy Director: Amber Green
- Space Contact: Teesha Bailey, Savannah Mitchell & Jenna Wolfstone

OVERVIEW

LOCATIONS IN SCOPE



- **Chinook:** Floors 4 & 5
- **Northgate:** Floor 3
- **Tukwila:** Floor 2

RENTABLE SF
84,291



HEADCOUNT
605



- 107 Onsite
- 498 Hybrid
- 0 Remote

Note: This captures a subset of administrative hybrid employees within King County.

CURRENT SITUATION

- **Staffing:** Department is expecting to grow by 25-50 employees in the next 2 years.
- **Hybrid Work Model:** Hybrid staff is required 3 in-person days per month at a minimum.
- **Change Management:** Focusing on intentional in-office presence across all locations.
- **Storage:** Insufficient storage space and required to follow HIPAA - compliance.

SPACE METRICS



353
Individual work points



262
Collaborative Seats



1 : 0.7
Ratio
(Individual seats : Collaborative seats)

Note: Conference room sizes and associated seat counts were estimated based on data provided to JLL via floorplans/ furniture plans and requested confirmation by Department team members. They are assumed to be "directionally correct" to support high-level understanding of quantities; however, further on-site validation would be needed to ensure accuracy

Individual work points

Space Type	Quantity	Seat (s)
Workstations	319	319
Hotel Seats	24	24
Offices	10	10

Total Individual Seats - 353

Collaborative Spaces

Small Conference Rooms (1-4 ppl)	6	24
Medium Conference Rooms (5-8 ppl)	14	98
Large Conference Rooms (+9 ppl)	12	120
Phone Booths	2	2

Other Collaborative Seats 18 18

Total Collaborative Seats - 262

LEADERSHIP PERSPECTIVE¹

Productivity Impact



Somewhat Negative

RTO Challenges

1. Employee resistance
2. Insufficient office space or resources
3. Ensuring equitable experience for all employees

RTO Benefits

1. Stronger organizational culture and team bonding
2. Improved collaboration and teamwork
3. Improved mentoring and professional development opportunities

¹ Leadership perspective data was collected in November 2024 through stakeholder interviews and the Future of Work poll

DCHS | Department of Community & Human Services

Dashboard 2 of 2

ILLUSTRATIVE SCENARIOS

Total Headcount
605
107 Onsite | 498 Hybrid

Current work points
353
343 Workstations | 10 Offices

Current RSF
84,291 RSF
239 RSF / Seat

- Assumptions:
- Onsite employees require 1:1 assigned seating
 - Headcount growth is not included



Scenario	1. Current Space Seat Sharing 3 Days in office goal	2. Assigned Seating 3 Days Assigned	3. Flexible Seating 3 Days Unassigned	4. Team Scheduled 2 Days Assigned; Assigned Days
Summary	Using all available seats as-is	Maximum attendance at 1:1 sharing	60% hybrid attendance + 10% buffer	A / B scheduling of hybrid population attendance; 50% peak attendance each day
Workpoints	353 • Assigned: 107 • Shared: 246	605 • Assigned: 605 • Shared: 0	456 • Assigned: 107 • Shared: 349	356 • Assigned: 107 • Shared: 249
Delta	0 seats 0 RSF	252 seats 51,660 RSF	103 seats 21,115 RSF	3 seats 615 RSF
Sharing Ratio for Shared Work points <small>(Individual work points : HC)</small>	1 : 2.02	1 : 1	1 : 1.43	1 : 2
Required RSF	84,291 RSF	135,951 RSF	105,406 RSF	84,906 RSF

Note: This work assumes a benchmark of 205 RSF per seat for the additional required RSF versus using the current KC RSF.

DCHS | Department of Community & Human Services

Work points per building and floor



353

Individual work points

Building	Floor	Workstations	Hotel Seats	Offices	Total
Chinook	4	131	2	3	136
	5	131	3	4	138
Northgate	3	14	6	2	22
Tukwila	2	17	0	1	18
	2 (Suite 200)	26	13	0	39
Totals	-	319	24	10	353

Interview Summary

DCHS has 605 employees, 80% are hybrid. They mentioned they will need more square footage to accommodate 3 day in-office goal. On top of that, they are considering developing a flexible plan to enhance intentional in-office experience.

Space Management and Utilization

- Current Space: Two floors in Chinook building
- Recently paused plans to vacate one floor due to return-to-office goal
- Additional locations: Satellite sites in Northgate and Tukwila
- Space Configuration:
 - Primarily cellular space (cubicles and offices) with limited collaboration/flexible spaces
 - Some HIPAA-compliant areas requiring special access not space design
 - Insufficient storage space

Population & Work Model

- Total Headcount: 605 employees
- Breakdown:
 - 20% (120) field/in-person staff (including 60 crisis responders)
 - 80% hybrid eligible
- Growth: Expecting 25-50 additional employees in the next 2 years
- Current Requirements: 3 in-person contacts per month minimum

Current State

- Very low current office utilization
- No standardized onboarding process
- Productivity concerns about returning to office
- Different needs across divisions making one-size-fits-all approach challenging
- Strong resistance to 3-day mandate

Key Challenges

- Space Constraints:
 - Not enough space to accommodate 3-day return
 - Limited meeting/collaboration spaces
 - Inadequate private spaces for confidential work
- Technology/Infrastructure:
 - Poor Wi-Fi connectivity
 - Inadequate hybrid meeting technology
 - Inconsistent workstation setups
- Cultural Concerns:
 - New hire isolation/onboarding challenges
 - Inconsistent Department-wide standards
 - Equity concerns for required on-site staff
 - Safety/security downtown

Future Considerations

- Improvements in Culture
 - Making in-office time more enjoyable
 - Sharing the value of time together in the office part of the time
 - Developing a north star 'why' to help with change management
- Must balance competing needs:
 - Quiet focus work vs collaboration
 - Equity between field and office staff
 - Different division requirements

Interview Poll Results

A. What impact do you anticipate the 3-day-in-office goal would have on your team's productivity?



B. Which of the following do you believe will be the biggest challenge in implementing the 3-day-in-office goal for your Department? (rank from most challenging to least challenging)

1. Employee resistance
2. Insufficient office space or resources
3. Ensuring equitable experiences for all employees
4. Adapting current work processes to a hybrid model
5. Maintaining team cohesion and collaboration

C. Which of the following do you believe will be the most significant benefit of implementing the 3-day-in-office goal for your Department? (rank from most beneficial to least beneficial)

1. Stronger organizational culture and team bonding
2. Improved collaboration and teamwork
3. Improved mentoring and professional development opportunities
4. Better work-life balance for employees
5. Increased productivity and efficiency

Context on Rankings Provided

A. Productivity Impact: "Somewhat Negative"

- Initially would be negative but could improve
- Current remote work highly productive & concerns about lost commute time
- Many working beyond typical workday remotely

B. Biggest Challenges

- Employee Resistance
 - Concerns about safety downtown
 - Staff made significant life changes based on remote work
 - Questions about "why" coming in to attend Teams calls
- Insufficient Space/Resources
 - Not enough meeting rooms & limited collaboration spaces
 - Poor acoustics/privacy issues
 - Technology/Wi-Fi limitations
- Ensuring Equitable Experience
 - Transit/parking challenges
 - Impact on staff with long commutes
- Adapting Work Processes
 - Some concerns about hybrid meetings
 - Need better protocols for shared spaces

C. Benefits

- Stronger Culture
 - Value for new employee connections but question if it is worth disruption
 - Cross-division relationships
- Collaboration
 - Acknowledge some in-person benefits
 - Need better meeting spaces first
- Mentoring/Development
 - Important for new staff
 - Current remote model working

DES

Department of Executive Services

DES | Department of Executive Services

Dashboard 1 of 6

- Department Director: Lorraine Patterson-Harris
- Deputy Director: Tom Koney
- Space Contact: Danielle Lucero

OVERVIEW

LOCATIONS IN SCOPE



- **Chinook:** Floors 1, 2, 6, 9
- **KSC:** Floors 2, 3, 7, 8

RENTABLE SF



81,646

HEADCOUNT



550

- 65 Onsite
- 477 Hybrid
- 8 Remote

Note: The headcount captures a subset of administrative hybrid employees within King County.

CURRENT SITUATION

- **Staffing:** DES has 9 divisions with different space challenges
- **Work Patterns:** People mainly come in for specific team meetings, retreats / workshops, training and downtown appointments
- **Way of Working:** Most divisions are operating primarily remotely
- **Change Management:** Resistance to commuting for tasks done effectively at home

SPACE METRICS



425

Individual work points



597

Collaborative Seats



1 : 1.3
Ratio

(Individual seats : Collaborative seats)

Note: Conference room sizes and associated seat counts were estimated based on data provided to JLL via floorplans/ furniture plans and requested confirmation by Department team members. They are assumed to be "directionally correct" to support high-level understanding of quantities; however, further on-site validation would be needed to ensure accuracy

Individual work points

Space Type	Quantity	Seat (s)
Workstations	249	249
Hotel Seats	142	142
Offices	34	34
Total Individual Seats	-	425
Small Conference Rooms (1-4 ppl)	26	104
Medium Conference Rooms (5-8 ppl)	17	119
Large Conference Rooms (+9 ppl)	24	240
Phone Booths	0	0
Other Collaborative Seats	134	134
Total Collaborative Seats	-	597

LEADERSHIP PERSPECTIVE¹

Productivity Impact



Somewhat negative

RTO Challenges

1. Employee resistance
2. Adapting current work processes to a hybrid model
3. Ensuring equitable experiences for all employees

RTO Benefits

1. Stronger organizational culture and team bonding
2. Improved collaboration and teamwork
3. Improved mentoring and professional development opportunities

¹ Leadership perspective data was collected in November 2024 through stakeholder interviews and the Future of Work poll

DES | Department of Executive Services

Dashboard 2 of 6

ILLUSTRATIVE SCENARIOS

Total Headcount

550

65 Onsite | 477 Hybrid

Current work points

425

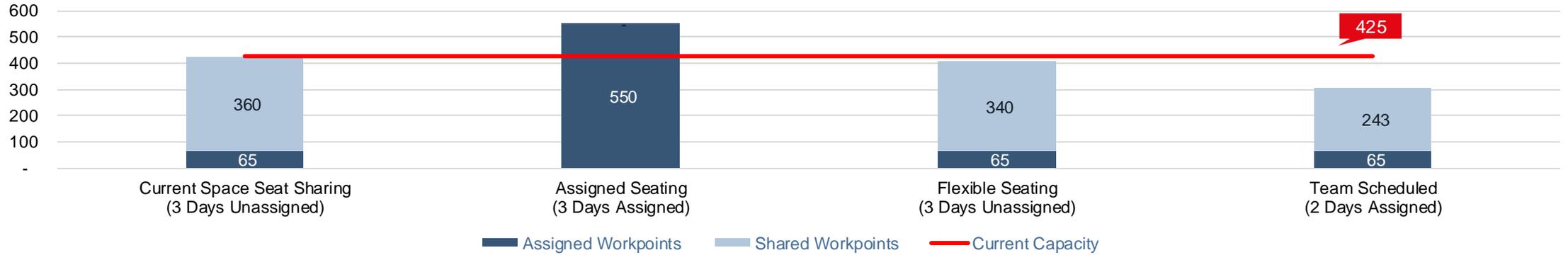
391 Workstations | 34 Offices

Current RSF

81,646 RSF

192 RSF / Seat

- Assumptions:
1. Onsite employees require 1:1 assigned seating
 2. Headcount growth is not included



Scenario	1. Current Space Seat Sharing 3 Days in office goal	2. Assigned Seating 3 Days Assigned	3. Flexible Seating 3 Days Unassigned	4. Team Scheduled 2 Days Assigned; Assigned Days
Summary	Using all available seats as-is	Maximum attendance at 1:1 sharing	60% hybrid attendance + 10% buffer	A / B scheduling of hybrid population attendance; 50% peak attendance each day
Workpoints	425 • Assigned: 65 • Shared: 365	550 • Assigned: 550 • Shared: 0	405 • Assigned: 65 • Shared: 340	308 • Assigned: 65 • Shared: 243
Delta	0 seats 0 RSF	125 seats 25,625 RSF	20 seats 3,840 RSF (Surplus)	117 seats 22,464 RSF (Surplus)
Sharing Ratio for Shared Work points <small>(Individual work points : HC)</small>	1 : 1.35	1 : 1	1 : 1.43	1 : 2
Required RSF	81,646 RSF	107,271 RSF	77,806 RSF	59,182 RSF

Note: This work assumes a benchmark of 205 RSF per seat for the additional required RSF versus using the current KC RSF.

DES (BRC)

Dashboard 3 of 6



LOCATION
- Chinook: Floor 6

ILLUSTRATIVE SCENARIOS

Total Headcount
77
0 Onsite | 72 Hybrid | 5 Remote

Current work points
24
24 Workstations | 0 Offices

Current RSF
4,213 RSF
176 RSF / Seat

Assumptions:
1. Onsite employees require 1:1 assigned seating
2. Headcount growth is not included



Scenario	1. Current Space Seat Sharing 3 Days in office goal	2. Assigned Seating 3 Days Assigned	3. Flexible Seating 3 Days Unassigned	4. Team Scheduled 2 Days Assigned; Assigned Days
Summary	Using all available seats as-is	Maximum attendance at 1:1 sharing	60% hybrid attendance + 10% buffer	A / B scheduling of hybrid population attendance; 50% peak attendance each day
Workpoints	24 • Assigned: 0 • Shared: 24	77 • Assigned: 77 • Shared: 0	54 • Assigned: 0 • Shared: 54	39 • Assigned: 0 • Shared: 39
Delta	0 seats 0 RSF	53 seats 10,865 RSF	30 seats 6,150 RSF	15 seats 3,075 RSF
Sharing Ratio for Shared Work points <small>(Individual work points : HC)</small>	1 : 3.4	1 : 1	1 : 1.43	1 : 2
Required RSF	4,213 RSF	15,078 RSF	10,363 RSF	7,288 RSF

Note: This work assumes a benchmark of 205 RSF per seat for the additional required RSF versus using the current KC RSF.

DES (FBOD)

Dashboard 5 of 6



LOCATION
- KSC: Floors 2, 7

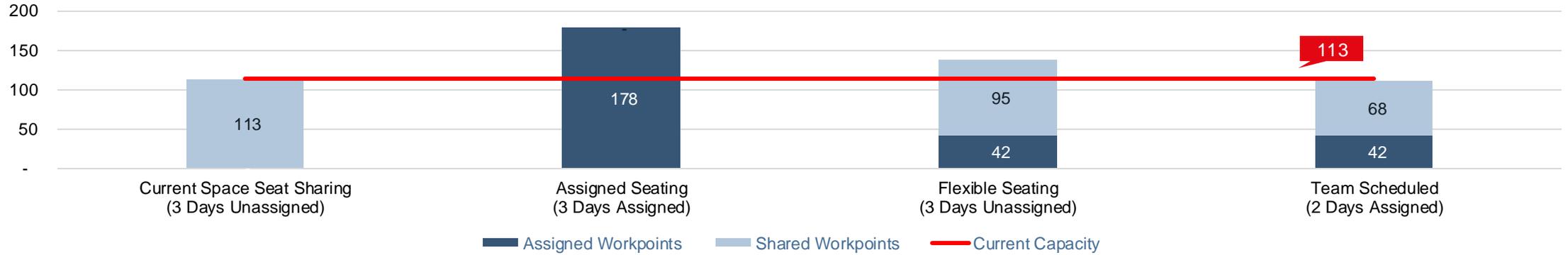
ILLUSTRATIVE SCENARIOS

Total Headcount
178
42 Onsite | 136 Hybrid

Current work points
113
106 Workstations | 7 Offices

Current RSF
22,887 RSF
203 RSF / Seat

Assumptions:
1. Onsite employees require 1:1 assigned seating
2. Headcount growth is not included



Scenario	1. Current Space Seat Sharing 3 Days in office goal	2. Assigned Seating 3 Days Assigned	3. Flexible Seating 3 Days Unassigned	4. Team Scheduled 2 Days Assigned; Assigned Days
Summary	Using all available seats as-is	Maximum attendance at 1:1 sharing	60% hybrid attendance + 10% buffer	A / B scheduling of hybrid population attendance; 50% peak attendance each day
Workpoints	113 • Assigned: 0 • Shared: 113	178 • Assigned: 178 • Shared: 0	137 • Assigned: 42 • Shared: 95	110 • Assigned: 42 • Shared: 68
Delta	0 seats 0 RSF	65 seats 13,325 RSF	24 seats 4,920 RSF	3 seats 609 RSF (Surplus)
Sharing Ratio for Shared Work points <i>(Individual work points : HC)</i>	1 : 1.6	1 : 1	1 : 1.43	1 : 2
Required RSF	22,887 RSF	36,212 RSF	27,807 RSF	22,278 RSF

Note: This work assumes a benchmark of 205 RSF per seat for the additional required RSF versus using the current KC RSF.

DES (FMD)

Dashboard 6 of 6



LOCATION
- Chinook: Floor 9

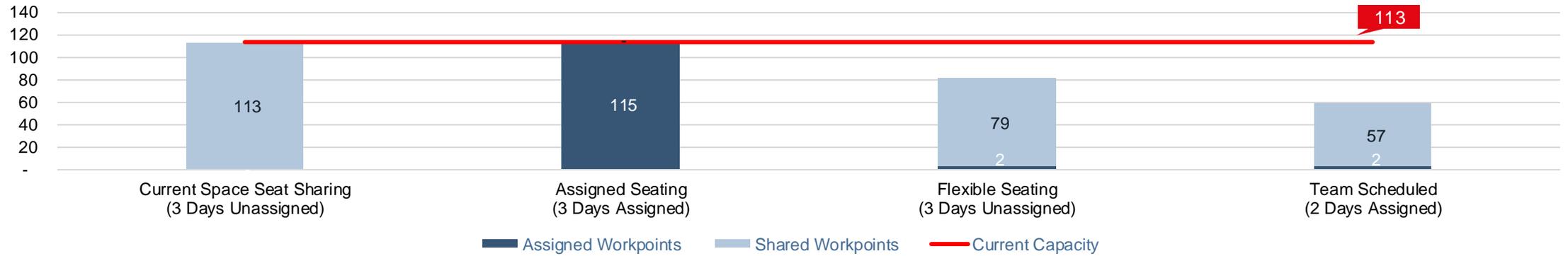
ILLUSTRATIVE SCENARIOS

Total Headcount
115
2 Onsite | 113 Hybrid

Current work points
113
106 Workstations | 7 Offices

Current RSF
22,759 RSF
201 RSF / Seat

- Assumptions:
- Onsite employees require 1:1 assigned seating
 - Headcount growth is not included



Scenario	1. Current Space Seat Sharing 3 Days in office goal	2. Assigned Seating 3 Days Assigned	3. Flexible Seating 3 Days Unassigned	4. Team Scheduled 2 Days Assigned; Assigned Days
Summary	Using all available seats as-is	Maximum attendance at 1:1 sharing	60% hybrid attendance + 10% buffer	A / B scheduling of hybrid population attendance; 50% peak attendance each day
Workpoints	113 • Assigned: 0 • Shared: 113	115 • Assigned: 115 • Shared: 0	81 • Assigned: 2 • Shared: 79	59 • Assigned: 2 • Shared: 57
Delta	0 seats 0 RSF	2 seats 410 RSF	32 seats 6,432 RSF (Surplus)	54 seats 10,854 RSF (Surplus)
Sharing Ratio for Shared Work points <small>(Individual work points : HC)</small>	1 : 1.02	1 : 1	1 : 1.43	1 : 2
Required RSF	22,759 RSF	23,169 RSF	16,327 RSF	11,905 RSF

Note: This work assumes a benchmark of 205 RSF per seat for the additional required RSF versus using the current KC RSF.

DES (ORMS)

Dashboard 4 of 6



LOCATION
- KSC: Floor 3

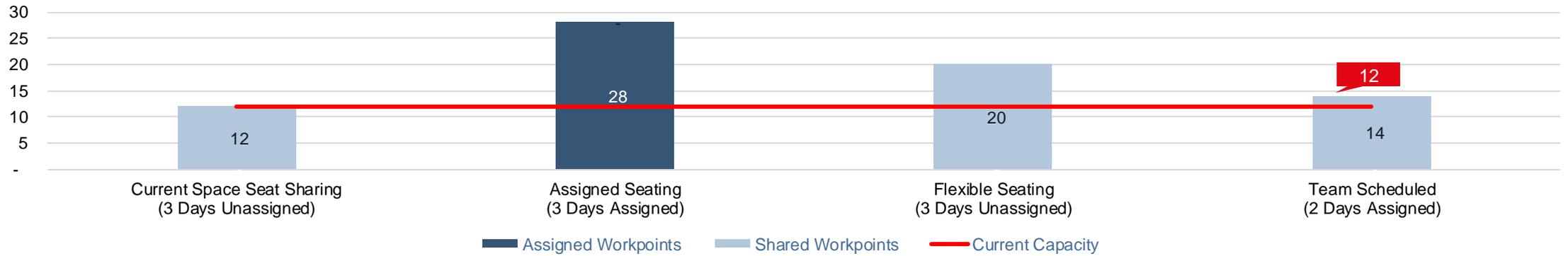
ILLUSTRATIVE SCENARIOS

Total Headcount
28
0 Onsite | 28 Hybrid

Current work points
12
12 Workstations | 0 Offices

Current RSF
3,180 RSF
265 RSF / Seat

- Assumptions:
1. Onsite employees require 1:1 assigned seating
 2. Headcount growth is not included



Scenario	1. Current Space Seat Sharing 3 Days in office goal	2. Assigned Seating 3 Days Assigned	3. Flexible Seating 3 Days Unassigned	4. Team Scheduled 2 Days Assigned; Assigned Days
Summary	Using all available seats as-is	Maximum attendance at 1:1 sharing	60% hybrid attendance + 10% buffer	A / B scheduling of hybrid population attendance; 50% peak attendance each day
Workpoints	12 • Assigned: 0 • Shared: 12	28 • Assigned: 28 • Shared: 0	20 • Assigned: 0 • Shared: 20	10 • Assigned: 0 • Shared: 10
Delta	0 seats 0 RSF	16 seats 3,280 RSF	8 seats 1,640 RSF	2 seats 410 RSF
Sharing Ratio for Shared Work points <i>(Individual work points : HC)</i>	1 : 2.33	1 : 1	1 : 1.4	1 : 2
Required RSF	3,180 RSF	6,460 RSF	4,820 RSF	3,590 RSF

Note: This work assumes a benchmark of 205 RSF per seat for the additional required RSF versus using the current KC RSF.

DES | Department of Executive Services

Work points per building and floor



425

Individual work points

Building	Floor	Workstations	Hotel Seats	Offices	Total
Chinook	1	17	0	7	24
	2	27	0	4	31
	6	53	10	2	65
	9	48	58	7	113
KSC	2	28	22	4	54
	3	12	0	0	12
	7	49	52	7	108
	8	15	0	3	18
Totals	-	249	142	34	425

Interview Summary

DES has 9 divisions that face varying space challenges for the 3-day in-office goal. Following leadership concerns, BRC, FBOD, ORMS, and FMD divisions located in Chinook and King Street Center were deeply examined due to space constraint concerns for hybrid employees.

Space Management and Utilization

- Size: 550 employees across 9 divisions
- Seasonal Employees: FBOD has 15-20 seasonal employees. 10 summer interns and workers to support tax season (April – October)
- Main Administrative Space:
 - Director's Office: Recently renovated pre-pandemic, open plan with low cubicles
 - Mix of spaces across different locations including King Street Center and Chinook
- Space Concerns: BRC, FBOD, ORMS, and FMD identified as having space challenges

Division Locations & Status

- Airport: Have their own dedicated space, mostly on-site – No issue with 3 day in-office goal
- Office of Emergency Management: ~30 people, own facility in Renton
- Records & Licensing: King Street Center + offsite archives
- Fleet: Administrative space in King Street Center + operational facilities in Renton/Georgetown
- ORMS: King Street Center 3rd floor

Current Work Patterns

- Very low current office utilization
- People mainly come in only for specific collaboration meetings, retreats/workshops, training sessions and downtown appointments

Challenges & Concerns

- Safety/Security:
 - Employee safety concerns downtown
- Technology:

- Poor Wi-Fi connectivity
- Inadequate hybrid meeting setup and need for better AV equipment
- Change Management:
 - High productivity in current hybrid model
 - Resistance to commuting for tasks done effectively at home
 - Leadership transition creating uncertainty

Future Considerations

- Headcount expected to remain stable or decrease
- Potential budget constraints limiting space improvements
- Need for cost-effective solutions given varying Departmental budgets
- Anticipate initial negative impact on productivity with potential improvement over time

Interview Poll Results

A. What impact do you anticipate the 3-day-in-office goal would have on your team's productivity?



B. Which of the following do you believe will be the biggest challenge in implementing the 3-day-in-office goal for your Department? (rank from most challenging to least challenging)

1. Employee resistance
2. Adapting current work processes to a hybrid model
3. Ensuring equitable experiences for all employees
4. Maintaining team cohesion and collaboration
5. Insufficient office space or resources

C. Which of the following do you believe will be the most significant benefit of implementing the 3-day-in-office goal for your Department? (rank from most beneficial to least beneficial)

1. Stronger organizational culture and team bonding
2. Improved collaboration and teamwork
3. Improved mentoring and professional development opportunities
4. Increased productivity and efficiency
5. Better work-life balance for employees

Context on Rankings Provided

A. Productivity Impact: "Somewhat Negative"

- Initially negative impact before settling in
- Different impacts across divisions, some divisions already have 3-day presence
- Note that current remote productivity is high

B. Biggest Challenges

- Employee Resistance
 - Ranked lowest but note timing concerns
 - Less resistance than other Departments
- Adapting Work Processes
 - Particular concern about hybrid meetings
 - Need better protocols for shared spaces
 - Technology standardization needed
- Ensuring Equitable Experience
 - Transit access concerns
 - Downtown safety issues
 - Some staff already fully on-site

C. Benefits

- Stronger Culture
 - Value for new employee integration
 - Cross-team relationships
 - Building connections
- Improved Collaboration
 - Acknowledge in-person value
 - But need better meeting spaces
 - Question hybrid meeting effectiveness
- Professional Development
 - Important for newer staff
 - Better mentoring opportunities

DHR

Department of Human Resources

Dashboard 1 of 2

- Department Director: Jay Osborne
- Deputy Director: Adrienne Leslie
- Space Contact: Leslie Mullins

OVERVIEW

LOCATIONS IN SCOPE



- **Chinook:** Floor 2
- **KSC:** Floor 8

RENTABLE SF
31,969



HEADCOUNT
189



- 0 Onsite
- 189 Hybrid
- 0 Remote

Note: This captures a subset of administrative hybrid employees within King County.

CURRENT SITUATION

- **Work Patterns:**
 - Training teams (travel to facilities)
 - Payroll (On average on-site 2 days a week)
 - Benefits/Retirement (on-site 1 day a week)
 - Workers Comp (on-site 2 days a week)
 - HR Service Delivery (embedded in Departments)
 - Civil Service hiring (in-person interviews)
- **Way of Working:** Leadership team meets in-person on Wed; Many staff already coming in 1-3 days; Significant field work/travel across sites



149
Individual work points



148
Collaborative Seats



1 : 1
Ratio
(Individual seats : Collaborative seats)

Note: Conference room sizes and associated seat counts were estimated based on data provided to JLL via floorplans/ furniture plans and requested confirmation by Department team members. They are assumed to be "directionally correct" to support high-level understanding of quantities; however, further on-site validation would be needed to ensure accuracy

LEADERSHIP PERSPECTIVE¹

Productivity Impact



Neutral

RTO Challenges

1. Insufficient office space or resources
2. Adapting current work processes to a hybrid model
3. Ensuring equitable experiences for all employees

RTO Benefits

1. Stronger organizational culture and team bonding
2. Improved mentoring and professional development opportunities
3. Improved collaboration and teamwork

SPACE METRICS

Individual work points

Space Type	Quantity	Seat (s)
Workstations	124	124
Hotel Seats	15	15
Offices	10	10
Total Individual Seats	-	149

Small Conference Rooms (1-4 ppl)	10	40
Medium Conference Rooms (5-8 ppl)	1	7
Large Conference Rooms (+9 ppl)	4	40
Phone Booths	0	0
Other Collaborative Seats	61	61
Total Collaborative Seats	-	148

¹ Leadership perspective data was collected in November 2024 through stakeholder interviews and the Future of Work poll

Dashboard 2 of 2

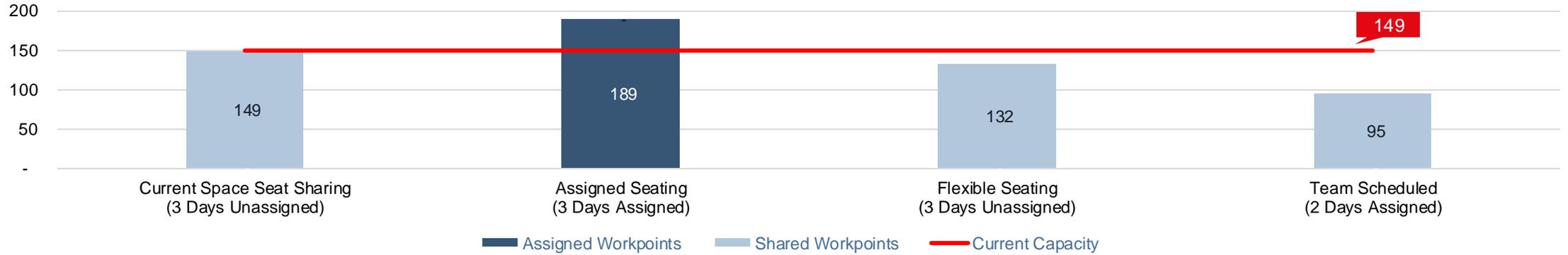
ILLUSTRATIVE SCENARIOS

Total Headcount
189
0 Onsite | 189 Hybrid

Current work points
149
139 Workstations | 10 Offices

Current RSF
31,969 RSF
215 RSF / Seat

- Assumptions:
- Onsite employees require 1:1 assigned seating
 - Headcount growth is not included



Scenario	1. Current Space Seat Sharing 3 Days in office goal	2. Assigned Seating 3 Days Assigned	3. Flexible Seating 3 Days Unassigned	4. Team Scheduled 2 Days Assigned; Assigned Days
Summary	Using all available seats as-is	Maximum attendance at 1:1 sharing	60% hybrid attendance + 10% buffer	A / B scheduling of hybrid population attendance; 50% peak attendance each day
Work points	149 • Assigned: 0 • Shared: 149	189 • Assigned: 189 • Shared: 0	132 • Assigned: 0 • Shared: 132	95 • Assigned: 0 • Shared: 95
Delta	0 seats 0 RSF	40 seats 8,200 RSF	17 seats 3,655 RSF (Surplus)	54 seats 11,610 RSF (Surplus)
Sharing Ratio for Shared Work points <small>(Individual work points : HC)</small>	1 : 1.27	1 : 1	1 : 1.43	1 : 2
Required RSF	31,969 RSF	40,169 RSF	28,314 RSF	20,359 RSF

Note: This work assumes a benchmark of 205 RSF per seat for the additional required RSF versus using the current KC RSF.

Interview Summary

DHR has 189 employees and occupies space in KSC 8 and Chinook 2. During the interview, it was mentioned that more square foot age will be needed to accommodate 3 day in-office goal. They are looking to focus on a flexible solution to support team across the entire King County campus.

Space Management and Utilization

- Current Space:
 - King Street Center 8th floor
 - Chinook Building 2nd floor (Payroll/Benefits)
- Space Challenges:
 - Not enough space for 3-day return
 - King Street: 40 workstations + 36 hotel stations
 - Chinook space oversubscribed for Payroll/Benefits/Workers Comp

Work Patterns & Functions

- Varied work types:
 - Training teams (travel to facilities)
 - Payroll (On average on-site 2 days a week)
 - Benefits/Retirement (on-site 1 day a week)
 - Workers Comp (on-site 2 days a week)
 - HR Service Delivery (embedded in Departments)
 - Civil Service hiring (in-person interviews)
- Current State:
 - Leadership team meets in-person on Wednesdays
 - Many staff already coming in 1-3 days
 - Significant field work/travel across sites

Key Challenges

- Confidentiality:
 - Poor acoustics in King Street
 - Lack of truly private meeting spaces

- Sensitive conversations overheard
- Technology:
 - Inconsistent workstation setups
 - Concerns about transporting equipment downtown
- Space:
 - Insufficient number of conference rooms
 - Tension across groups since everyone is needing space to work in person
 - Need for central scheduling ability for all KC conference rooms

Special Considerations

- Nature of HR work requires confidentiality
- Many sensitive conversations/meetings
- Need to maintain anonymity for certain visitors
- Security concerns for downtown location
- Multiple stakeholder meetings requiring privacy

Future Considerations

- Need to clearly define what is meant by 'in-office'
- It should include all KC buildings not just downtown hub
- Need better technology standardization
- Interest in leveraging county-wide facilities
- Desire for more soundproof spaces
- Budget constraints for improvements
- Policy changes needed for technology

DHR | Department of Human Resources

Work points per building and floor



149

Individual work points

Building	Floor	Workstations	Hotel Seats	Offices	Total
Chinook	2	22	15	3	40
KSC	8	102	0	7	109
Totals	-	124	15	10	149

Interview Poll Results

A. What impact do you anticipate the 3-day-in-office goal would have on your team's productivity?



B. Which of the following do you believe will be the biggest challenge in implementing the 3-day-in-office goal for your Department? (rank from most challenging to least challenging)

1. Insufficient office space or resources
2. Adapting current work processes to a hybrid model
3. Ensuring equitable experiences for all employees
4. Employee resistance
5. Maintaining team cohesion and collaboration

C. Which of the following do you believe will be the most significant benefit of implementing the 3-day-in-office goal for your Department? (rank from most beneficial to least beneficial)

1. Stronger organizational culture and team bonding
2. Improved mentoring and professional development opportunities
3. Improved collaboration and teamwork
4. Better work-life balance for employees
5. Increased productivity and efficiency

Context on Rankings Provided

A. Productivity Impact: "Neutral"

- Initially negative, could become neutral over time
- High anxiety around confidentiality in shared spaces
- Need better space solutions for sensitive conversations

B. Biggest Challenges

- Insufficient Space/Resources
 - Significant soundproofing issues - Especially problematic in KSC
 - Not enough private meeting spaces
 - Technology limitations (single monitors, poor Wi-Fi)
- Adapting Work Processes
 - Need better protocols for sensitive meetings
 - Challenge of hybrid meetings with confidential content
 - Current spaces don't support HR workflows well
- Ensuring Equitable Experience
 - Safety concerns downtown
 - Some staff moved far away
 - Transit/commute challenges

C. Benefits

- Stronger Culture/Team Bonding
- Value for relationship building
- Important for new staff connections
- Improved Collaboration
- Mentoring/Development

DLS

Department of Local Services

Dashboard 1 of 2

- Department Director: Leon Richardson
- Leader Interviewed: Cheryl Binetti
- Space Contact: Cheryl Binetti

OVERVIEW

LOCATIONS IN SCOPE



- KSC: Floors 3, 8

RENTABLE SF
30,348



HEADCOUNT
191



- 0 Onsite
- 191 Hybrid
- 0 Remote

Note: This captures a subset of administrative hybrid employees within King County.

CURRENT SITUATION

- **Way of Working:**
 - More than half of staff comes in daily
 - Leadership already at 3-4 days/week
 - Director's office leaders transitioning to 3 days/week
 - Permitting Division almost entirely remote
- **Exceptions:** Maintain remote work model for hard-to-fill Permitting positions.
- **Change Management:** Focus on intentional use of space and employee preference rather than resistance

SPACE METRICS



153
Individual work points



10
Collaborative Seats



1 : 0.1
Ratio
(Individual seats : Collaborative seats)

Note: Conference room sizes and associated seat counts were estimated based on data provided to JLL via floorplans/ furniture plans and requested confirmation by Department team members. They are assumed to be "directionally correct" to support high-level understanding of quantities; however, further on-site validation would be needed to ensure accuracy

Individual work points

Space Type	Quantity	Seat (s)
Workstations	138	138
Hotel Seats	0	0
Offices	15	15
Total Individual Seats	-	153
Small Conference Rooms (1-4 ppl)	0	0
Medium Conference Rooms (5-8 ppl)	0	0
Large Conference Rooms (+9 ppl)	1	10
Phone Booths	0	0
Other Collaborative Seats	0	0
Total Collaborative Seats	-	10

LEADERSHIP PERSPECTIVE¹

Productivity Impact



Somewhat positive

RTO Challenges

1. Insufficient office space or resources
2. Employee resistance
3. Maintaining team cohesion and collaboration

RTO Benefits

1. Improved collaboration and teamwork
2. Stronger organizational culture and team bonding
3. Improved mentoring and professional development opportunities

¹ Leadership perspective data was collected in November 2024 through stakeholder interviews and the Future of Work poll

Dashboard 2 of 2

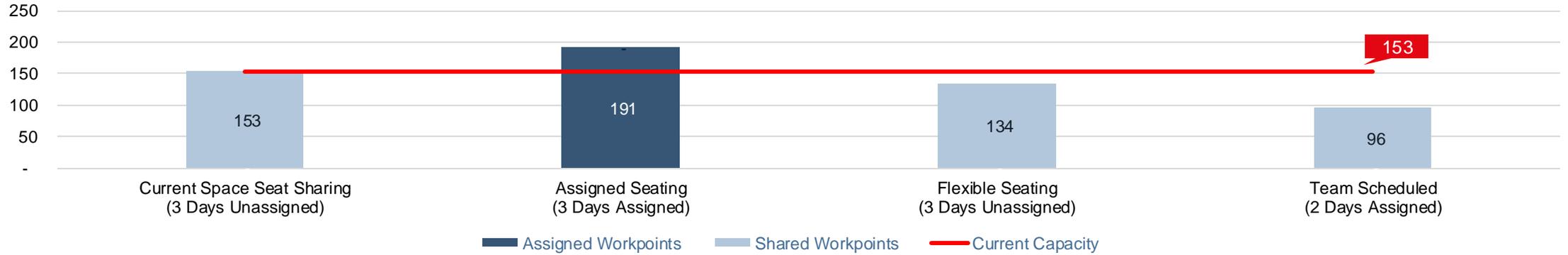
ILLUSTRATIVE SCENARIOS

Total Headcount
191
0 Onsite | 191 Hybrid

Current work points
153
138 Workstations | 15 Offices

Current RSF
30,348 RSF
198 RSF / Seat

- Assumptions:
- Onsite employees require 1:1 assigned seating
 - Headcount growth is not included



Scenario	1. Current Space Seat Sharing 3 Days in office goal	2. Assigned Seating 3 Days Assigned	3. Flexible Seating 3 Days Unassigned	4. Team Scheduled 2 Days Assigned; Assigned Days
Summary	Using all available seats as-is	Maximum attendance at 1:1 sharing	60% hybrid attendance + 10% buffer	A / B scheduling of hybrid population attendance; 50% peak attendance each day
Workpoints	153 • Assigned: 0 • Shared: 153	191 • Assigned: 191 • Shared: 0	134 • Assigned: 0 • Shared: 134	96 • Assigned: 0 • Shared: 96
Delta	0 seats 0 RSF	38 seats 7,790 RSF	19 seats 3,762 RSF (Surplus)	57 seats 11,286 RSF (Surplus)
Sharing Ratio for Shared Work points <small>(Individual work points : HC)</small>	1 : 1.25	1 : 1	1 : 1.43	1 : 2
Required RSF	30,348 RSF	38,138 RSF	26,586 RSF	19,062 RSF

Note: This work assumes a benchmark of 205 RSF per seat for the additional required RSF versus using the current KC RSF.

DLS | Department of Local Services

Work points per building and floor



153

Individual work points

Building	Floor	Workstations	Hotel Seats	Offices	Total
KSC	3	127	0	10	137
	8	11	0	5	16
Totals		138	0	15	153

Interview Summary

DLS has 191 employees and over half work in-office daily. During the interview, it was mentioned that they feel comfortable with accommodating the 3 day in-person goal by utilizing seat sharing within DLS and with other Departments. They are considering maintaining remote work for hard-to-fill permitting positions.

Space Management and Utilization

- Current Headcount: 191 employees
- Space Distribution:
 - Director's Office: Limited space, half of staff comes in daily today
 - Roads Division: Partial 3rd floor KSC, small deficit (10-20 spaces)
 - Permitting Division: Currently 90+ people, growing to 100+, virtually no dedicated space

Current Work Patterns

- More than half of staff comes in daily
- Leadership already at 3-4 days/week
- Director's office leaders transitioning to 3 days/week
- Permitting Division mostly remote

Space Challenges & Solutions

- Current Approach:
 - Exploring adding cubicles where possible
 - Looking at shared conference room arrangements
 - Examining cross-department space sharing
 - Strategic placement of teams based on noise/work style
- Planning Considerations:
 - Working within existing footprint where possible
 - Will need remote work exceptions to maintain hard-to-fill positions
 - Looking at innovative ways of sharing space across divisions

Key Considerations

- Space Sharing:
 - Exploring Roads/Permitting space sharing options and having roles stay remote
 - Current informal hoteling arrangements and looking for more structured approach
- Meeting Spaces:
 - Issues with conference room availability
 - Working to establish clear booking protocols
 - Looking at shared arrangements with other Departments
- Workforce Considerations:
 - Competitive advantage of remote work for certain positions
 - Focus on employee preference rather than resistance
 - Equity considerations between field and office staff

Leadership Perspective

- Acknowledges need for in-person collaboration
- Emphasizes equity considerations across different roles
- Focuses on intentional use of office space
- Recognition that some positions may need to remain remote

Interview Poll Results

A. What impact do you anticipate the 3-day-in-office goal would have on your team's productivity?



B. Which of the following do you believe will be the biggest challenge in implementing the 3-day-in-office goal for your Department? (rank from most challenging to least challenging)

1. Insufficient office space or resources
2. Employee resistance
3. Maintaining team cohesion and collaboration
4. Ensuring equitable experiences for all employees
5. Adapting current work processes to a hybrid model

C. Which of the following do you believe will be the most significant benefit of implementing the 3-day-in-office goal for your Department? (rank from most beneficial to least beneficial)

1. Improved collaboration and teamwork
2. Stronger organizational culture and team bonding
3. Improved mentoring and professional development opportunities
4. Increased productivity and efficiency
5. Better work-life balance for employees

Context on Rankings Provided

A. Productivity Impact: "Somewhat Positive"

- More positive than other Departments
- Based on >50% already being on-site & Leadership modeling 4–5-day presence
- Already seeing collaboration benefits

B. Biggest Challenges

- Insufficient Resources
 - Note: More about resources than space
 - Need technology/infrastructure improvements
 - Could solve space issues with proper funding
- Employee "Preference" vs Resistance
 - Important reframe: Not resistance but preference
 - Competitive advantage for certain roles
 - Market reality for hard-to-fill positions
 - Need flexibility for recruiting/retention

C. Benefits

- Improved Collaboration
 - Already seeing benefits
 - Informal conversations valuable
 - "Hallway" discussions important
 - Passive learning opportunities
- Culture/Team Bonding
 - Particularly for new employees
 - Cross-team relationships
 - Better engagement
- Mentoring/Development
 - Important for newer staff
 - Natural knowledge transfer

DNRP

Department of Natural Resources and Parks

Dashboard 1 of 2

- Department Director: John Taylor
- Deputy Director: Mo McBroom
- Space Contact: Marin Burnett & Rachel Sreebny

OVERVIEW

LOCATIONS IN SCOPE

- **KSC:** Floor 1, 6

RENTABLE SF
46,117

HEADCOUNT
1,131

- 0 Onsite
- 1,131 Hybrid
- 0 Remote

Note: This captures a subset of administrative hybrid employees within King County.

CURRENT SITUATION

- **Space Configuration:**
 - Half of floor currently built as ABW workspace & other under construction
 - No assigned offices except for one administrator
- **Growth**
 - WTD will grow 40% over the next 5 years
 - Parks will grow 15-20% if levy passes
- **Special Considerations:**
 - Many engineers/PMs require special equipment and multiple monitors to work on-site
 - Already intentionally remote-first via "Green Where We Work" initiative

SPACE METRICS

 **147**
Individual work points

 **430**
Collaborative Seats

 **1 : 3**
Ratio
(Individual seats : Collaborative seats)

Note: Conference room sizes and associated seat counts were estimated based on data provided to JLL via floorplans/ furniture plans and requested confirmation by Department team members. They are assumed to be "directionally correct" to support high-level understanding of quantities; however, further on-site validation would be needed to ensure accuracy

Individual work points

Space Type	Quantity	Seat (s)
Workstations	87	87
Hotel Seats	60	60
Offices	0	0

Total Individual Seats - **147**

Small Conference Rooms (1-4 ppl) 10 40

Medium Conference Rooms (5-8 ppl) 1 7

Large Conference Rooms (+9 ppl) 8 80

Phone Booths 12 12

Other Collaborative Seats 291 291

Total Collaborative Seats - **430**

LEADERSHIP PERSPECTIVE¹

Productivity Impact



RTO Challenges

1. Insufficient office space or resources
2. Employee resistance
3. Ensuring equitable experiences for all employees

RTO Benefits

1. Improved collaboration and teamwork
2. Improved mentoring and professional development opportunities
3. Stronger organizational culture and team bonding

¹ Leadership perspective data was collected in November 2024 through stakeholder interviews and the Future of Work poll

DNRP | Department of Natural Resources and Parks

Dashboard 2 of 2

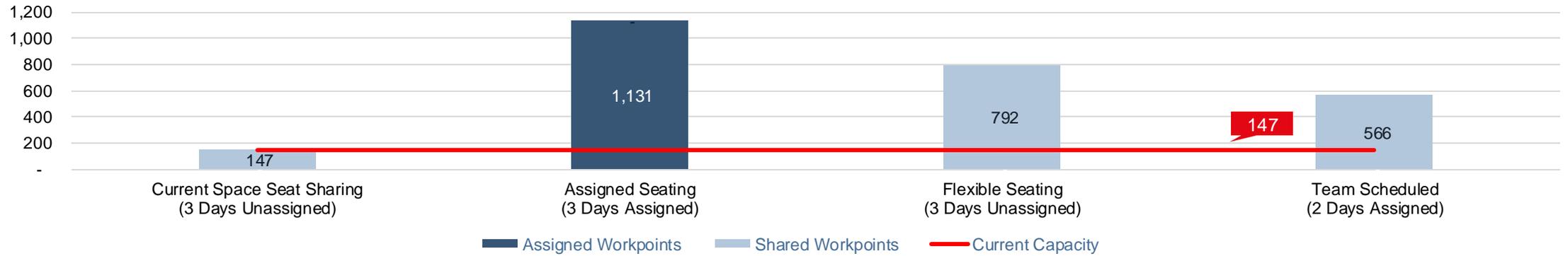
ILLUSTRATIVE SCENARIOS

Total Headcount
1,131
0 Onsite | 1,131 Hybrid

Current work points
147
147 Workstations | 0 Offices

Current RSF
46,117 RSF
314 RSF / Seat

- Assumptions:
1. Onsite employees require 1:1 assigned seating
 2. Headcount growth is not included



Scenario	1. Current Space Seat Sharing 3 Days in office goal	2. Assigned Seating 3 Days Assigned	3. Flexible Seating 3 Days Unassigned	4. Team Scheduled 2 Days Assigned; Assigned Days
Summary	Using all available seats as-is	Maximum attendance at 1:1 sharing	60% hybrid attendance + 10% buffer	A / B scheduling of hybrid population attendance; 50% peak attendance each day
Workpoints	147 • Assigned: 0 • Shared: 147	1,131 • Assigned: 1,131 • Shared: 0	792 • Assigned: 0 • Shared: 792	566 • Assigned: 0 • Shared: 566
Delta	0 seats 0 RSF	984 seats 201,720 RSF	645 seats 132,225 RSF	419 seats 85,895 RSF
Sharing Ratio for Shared Work points <small>(Individual work points : HC)</small>	1 : 7.7	1 : 1	1 : 1.43	1 : 2
Required RSF	46,117 RSF	247,837 RSF	178,342 RSF	132,012 RSF

Note: This work assumes a benchmark of 205 RSF per seat for the additional required RSF versus using the current KC RSF.

DNRP | Department of Natural Resources and Parks

Work points per building and floor



147

Individual work points

Building	Floor	Workstations	Hotel Seats	Offices	Total
KSC	1	-	-	-	-
	6	87	60	0	147
Totals		87	60	0	147

Note: In KSC 1st Floor DNRP has storage rooms and a library, but not individual work points.

Interview Summary

DNRP has a high percentage of remote employees and mentioned that it lacks sufficient space at King Street to accommodate the 3 day in-office goal. They implemented GWWW initiative in 2019 and considers that a flexible solution is needed to accommodate unique roles while aligning with Department's culture.

Space Management and Utilization

- Current Space: Occupy King Street Center 6th floor, reduced from four floors pre-pandemic
- Space Configuration:
 - Half floor currently built as ABW workspace
 - Other half under construction for similar use plus specialized equipment
 - No assigned offices except for one administrator
 - Focus on collaboration spaces vs. individual workstations
- Space Reduction: Reduced footprint by ~75% under Green Where We Work initiative
- Previous Capacity: ~200-300 people per floor (800+ total) vs. current max ~150 on half floor

Workplace Structure and Staffing

- Total Remote Workers: 1,131
- Division Breakdown:
 - Solid Waste: 66% primarily on-site
 - Water & Land: 80% telework, 15% in labs
 - Wastewater Treatment: 50/50 split between in-person and hybrid
 - Parks: One-third remote, two-thirds on-site
- Future Growth:
 - WTD will grow 40% over the next 5 years
 - Parks will grow 15-20% if levy passes
- Special Considerations: Many engineers/project managers require special equipment and multiple monitors to work on-site

Green Where We Work Initiative

- Started pre-pandemic (2019)
- Goals:

- Reduce carbon emissions from transportation
- Save money on office space
- Connect employees with communities they serve
- Break down barriers between office/field staff
- Implementation:
 - Uses distributed work locations across county facilities
- Technology:
 - Invested heavily in home office setups during pandemic

Key Challenges and Concerns

- Space Constraints:
 - Current space designed for collaboration, not daily individual focus work
 - Would need significant additional space to accommodate large number of remote employees onsite
- Cultural/Operational Issues:
 - Hired people explicitly for remote work over the past 4 years
 - Successful remote work model already established
 - Strong environmental mission conflicts with RTO
 - Equity concerns about transit/parking
- Technical Requirements:
 - Duplicate high-powered workstations & large monitors needed
 - Significant IT infrastructure investments

Interview Poll Results

A. What impact do you anticipate the 3-day-in-office goal would have on your team's productivity?



B. Which of the following do you believe will be the biggest challenge in implementing the 3-day-in-office goal for your Department? (rank from most challenging to least challenging)

1. Insufficient office space or resources
2. Employee resistance
3. Ensuring equitable experiences for all employees
4. Adapting current work processes to a hybrid model
5. Maintaining team cohesion and collaboration

C. Which of the following do you believe will be the most significant benefit of implementing the 3-day-in-office goal for your Department? (rank from most beneficial to least beneficial)

1. Improved collaboration and teamwork
2. Improved mentoring and professional development opportunities
3. Stronger organizational culture and team bonding
4. Increased productivity and efficiency
5. Better work-life balance for employees

Context on Rankings Provided

A. Productivity Impact: "Neutral"

- Impacts vary widely by group
- Some division productivity might increase, others decrease
- Already intentionally remote-first via "Green Where We Work" initiative

B. Biggest Challenges

- Insufficient Space/Resources
 - Dramatic space reduction (4 floors to half floor)
 - Current space designed for collaboration, not daily work
 - Would need ~1,131 workstations to accommodate 3-day return
- Employee Resistance
 - Major recruiting advantage is being remote
 - Four-year commitment to remote work is in hiring letters
 - Would undermine their environmental sustainability mission
 - Strong pushback against reversal of intentional strategy
- Ensuring Equitable Experience
 - People moved further out based on policy
 - Transit/commute equity issues
 - Challenging for those with young families
 - Housing cost implications

C. Benefits

- Stronger Organizational Culture
 - Acknowledge some value in connections & culture already strong in current model
- Improved Collaboration
 - Value for strategic meetings
 - Question regular presence vs intentional gathering
- Mentoring/Development
 - Some value for newer staff
 - But current model working well

DPD

Department of Public Defense

Dashboard 1 of 2

- Department Director: Matt Sanders
- Leader Interviewed: Melanie Oberlander
- Space Contact: Terry Howard

OVERVIEW

LOCATIONS IN SCOPE



- **Dexter Horton:** Floors 1, 2, 2M, 7, 9, 10
- **KVPC:** Floors 1, 2
- **Meeker:** Floors 1, 2
- **Jefferson:** Floors 2, 3
- **Ninth & Jefferson:** Floor 2



RENTABLE SF
180,036



HEADCOUNT
456

- 255 Onsite
- 201 Hybrid
- 0 Remote

Note: Headcount captures a subset of admin hybrid employees within King County.

CURRENT SITUATION

- **Staffing:** Department has grown to 456 staff members, with a growth of 50 new attorneys.
- **Hybrid Work Model:** Client facing staff in office a minimum of 3 days a week. Leaders in office a minimum of 3 day or more. Non facing client staff are 3 days or less.
- **Storage:** Transitioned to a paperless system, reducing the need for physical files and copiers.

SPACE METRICS



503
Individual work points



297
Collaborative Seats



1 : 0.6
Ratio
(Individual seats : Collaborative seats)

Note: Conference room sizes and associated seat counts were estimated based on data provided to JLL via floorplans/ furniture plans and requested confirmation by Department team members. They are assumed to be "directionally correct" to support high-level understanding of quantities; however, further on-site validation would be needed to ensure accuracy

Individual work points

Space Type	Quantity	Seat (s)
Workstations	185	185
Hotel Seats	6	6
Offices	312	312

Total Individual Seats - 503

Collaborative Spaces

Small Conference Rooms (1-4 ppl)	8	32
Medium Conference Rooms (5-8 ppl)	11	77
Large Conference Rooms (+9 ppl)	15	150
Phone Booths	0	0

Other Collaborative Seats 38 38

Total Collaborative Seats - 297

LEADERSHIP PERSPECTIVE¹

Productivity Impact



Neutral

RTO Challenges

1. Insufficient office space or resources for future growth
2. Employee resistance
3. Adapting current work processes to a hybrid model

RTO Benefits

1. Improved mentoring and professional development opportunities
2. Stronger organizational culture and team bonding
3. Improved collaboration and teamwork

¹ Leadership perspective data was collected in November 2024 through stakeholder interviews and the Future of Work poll

Dashboard 2 of 2

ILLUSTRATIVE SCENARIOS

Total Headcount

456

255 Onsite | 201 Hybrid

Current work points

503

191 Workstations | 312 Offices

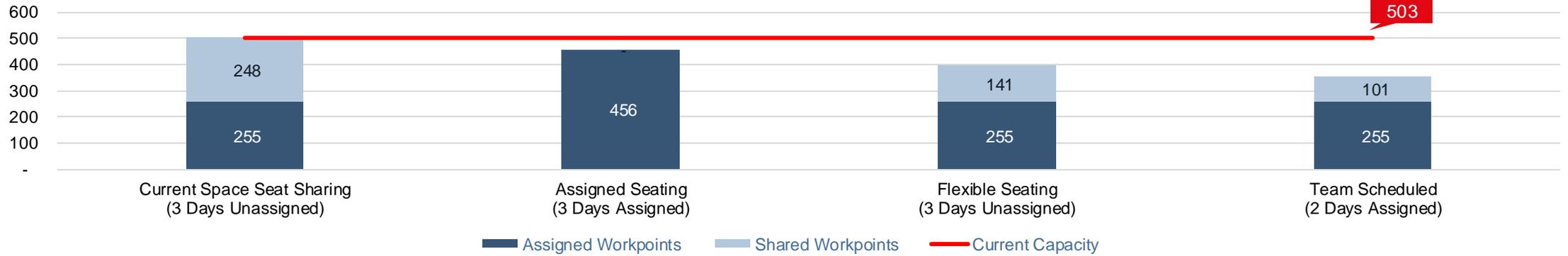
Current RSF

180,036 RSF

358 RSF / Seat

Assumptions:

1. Onsite employees require 1:1 assigned seating
2. Headcount growth is not included



Scenario	1. Current Space Seat Sharing 3 Days in office goal	2. All Assigned Seating 3 Days Assigned	3. Flexible Seating 3 Days Unassigned	4. Team Scheduled 2 Days Assigned; Assigned Days
Summary	Using all available seats as-is	Maximum attendance at 1:1 sharing	60% hybrid attendance + 10% buffer	A / B scheduling of hybrid population attendance; 50% peak attendance each day
Workpoints	503 • Assigned: 255 • Shared: 248	456 • Assigned : 456 • Shared: 0	396 • Assigned: 255 • Shared: 141	356 • Assigned: 255 • Shared: 101
Delta	0 seats 0 RSF	47 seats 16,826 RSF (Surplus)	107 seats 38,306 RSF (Surplus)	147 seats 52,626 RSF (Surplus)
Sharing Ratio for Shared Work points <small>(Individual work points : HC)</small>	1 : 0.81	1 : 1	1 : 1.43	1 : 2
Required RSF	180,036 RSF	163,210 RSF	141,730 RSF	127,410 RSF

Note: This work assumes a benchmark of 205 RSF per seat for the additional required RSF versus using the current KC RSF.

DPD | Department of Public Defense

Work points per building and floor



503

Individual work points

Building	Floor	Workstations	Hotel Seats	Offices	Total
Dexter Horton	Basement	-	-	-	-
	2	26	5	15	46
	2M	24	0	36	60
	7	43	0	31	74
	9	0	0	13	13
	10	47	0	55	102
Jefferson	2	21	0	37	58
	3	12	0	27	39
KVPC	1	2	0	5	7
	2	3	0	7	10
Meeker	1	7	1	33	41
	2	0	0	51	51
Ninth & Jefferson	2	0	0	2	2
Totals	-	185	6	312	503

Interview Summary

DPD’s client facing employees are currently in-office 3 days a week and are meeting the goal. They are considering that they will need additional square footage as they grow due to divisional constraints and will need to occupy different building suites to adhere to ethical wall policy.

Space Management and Utilization

- Capacity Issues: Dexter Horton is at capacity, leading attorneys to share offices and work in conference rooms.
- Physical Separation: Each division operates independently with strict separation of spaces enable to adhere to the ethical wall policy.
- Remodeling Plans: Jefferson Space is being remodeled to reduce from four floors to two, with planned private offices and shared spaces for the director's office.

Workplace Structure and Staffing

- Current Staffing: Department has grown to 456 staff members, with an addition of 50 new attorneys and they qualify for offices.
- Hybrid Work Model: Client facing staff in office a minimum of 3 days a week. Leaders in office a minimum of 3 day or more. Non facing client staff are 3 days or less.
- Support Staff Presence: Seat sharing support staff come in less frequently unless needed for physical tasks.

Storage and Technology

- Paperless Transition: The Department has transitioned to a paperless system, reducing the need for physical files and copiers.
- AV and Meeting Spaces: Each division has their own conference room with AV equipment, but technology is outdated and needs improvement to better support hybrid meetings. Building-specific conference space varies: Dexter Horton has large basement training room plus shared

- DO conference rooms, Jefferson (under renovation) will have division-specific and shared spaces, Kent lacks adequate shared meeting space and seeking solution at KVPC
- Integrated Technology: Technology in meeting rooms to support virtual meetings but hybrid meetings are still a challenge and not in ideal state.

Challenges and Concerns

- Retention and Recruitment: There is a concern about losing staff if 3 days in-office goal is implemented, particularly given the challenging hiring landscape for specialized positions and handling excessive caseloads.
- Space for Growth: Anticipated growth due to changes in public defense caseload standards will further strain already limited space resources.
- Impact of Location: Issues related to transportation and safety in the downtown core affect employee willingness to return to the office.

Future Considerations

- Expansion Plans: The Department is preparing for potential growth in staffing, dependent on legislative decisions regarding public defense caseload standards.
- Need for Additional Space: Looking to develop shared spaces at Kent Valley Professional Center to accommodate larger gatherings and improve collaboration.

Interview Poll Results

A. What impact do you anticipate the 3-day-in-office goal would have on your team’s productivity?



B. Which of the following do you believe will be the biggest challenge in implementing the 3-day-in-office goal for your Department?
(rank from most challenging to least challenging)

1. Insufficient office space or resources
2. Employee resistance
3. Adapting current work processes to a hybrid model
4. Maintaining team cohesion and collaboration
5. Ensuring equitable experiences for all employees

C. Which of the following do you believe will be the most significant benefit of implementing the 3-day-in-office goal for your Department?
(rank from most beneficial to least beneficial)

1. Improved mentoring and professional development opportunities
2. Stronger organizational culture and team bonding
3. Improved collaboration and teamwork
4. Increased productivity and efficiency
5. Better work-life balance for employees

Context on Rankings Provided

A. Productivity Impact: “Neutral”

- Most staff already at 3+ days (75% of workforce)
- Focus on maintaining current service levels
- No anticipated productivity gains
- Concerns about retention impact

B. Biggest Challenges

- Insufficient Space/Resources
 - Currently have attorneys in conference rooms
 - No space for growth (35 new attorneys added)
 - Multiple locations due to ethical walls
 - Cannot consolidate due to court location needs
- Employee Resistance
 - Particular concern for support staff (25% of workforce)
 - Attraction/retention issue for specialized roles
 - Safety concerns in downtown core and transit/commute challenges

C. Benefits

- Mentoring/Development
 - Important for new attorneys
 - Knowledge transfer needs
- Culture/Team Bonding
 - Within division relationships
 - Limited by ethical wall requirements
 - Already happening with current model
- Collaboration
 - Teams already meeting needs
 - Division-specific requirements
 - Court-driven schedules

DPH

Department of Public Health

Dashboard 1 of 2

- Department Director: Dr. Faisal Khan
- Deputy Director: Hikari Tamura
- Space Contact: Susan Eddy

OVERVIEW

LOCATIONS IN SCOPE



- **Chinook:** Floors 1,10, 11, 12



RENTABLE SF
69,496



HEADCOUNT
955

- 282 Onsite
- 673 Hybrid
- 0 Remote

Note: This captures a subset of administrative hybrid employees within King County.

CURRENT SITUATION

- **Current Space:** Organized into "neighborhoods" with combination of workstations and team areas. Offices for leaders; some are shared.
- **Special Considerations:** Secure areas for HR, HMMAC Emergency ops, and to meet HIPAA compliance.
- **Change Management:** Concerns about retention, looking to focus on engagement, meaningful connection and developing a strong "why" to encourage adoption

SPACE METRICS



420
Individual work points



174
Collaborative Seats



1 : 0.4
Ratio
(Individual seats : Collaborative seats)

Note: Conference room sizes and associated seat counts were estimated based on data provided to JLL via floorplans/ furniture plans and requested confirmation by Department team members. They are assumed to be "directionally correct" to support high-level understanding of quantities; however, further on-site validation would be needed to ensure accuracy

Individual work points

Space Type	Quantity	Seat (s)
Workstations	395	395
Hotel Seats	0	0
Offices	25	25
Total Individual Seats	-	420
Small Conference Rooms (1-4 ppl)	5	20
Medium Conference Rooms (5-8 ppl)	7	49
Large Conference Rooms (+9 ppl)	5	50
Phone Booths	3	3
Other Collaborative Seats	52	52
Total Collaborative Seats	-	174

LEADERSHIP PERSPECTIVE¹

Productivity Impact



Somewhat negative

RTO Challenges

1. Insufficient office space or resources
2. Employee resistance
3. Adapting current work processes to a hybrid model

RTO Benefits

1. Improved mentoring and professional development opportunities
2. Stronger organizational culture and team bonding
3. Improved collaboration and teamwork

¹ Leadership perspective data was collected in November 2024 through stakeholder interviews and the Future of Work poll

Dashboard 2 of 2

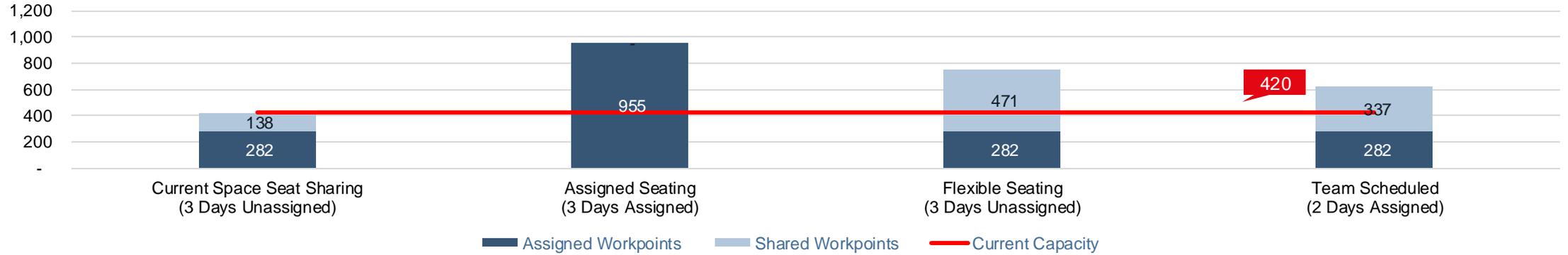
ILLUSTRATIVE SCENARIOS

Total Headcount
955
282 Onsite | 673 Hybrid

Current work points
420
395 Workstations | 25 Offices

Current RSF
69,496 RSF
165 RSF / Seat

- Assumptions:
- Onsite employees require 1:1 assigned seating
 - Headcount growth is not included



Scenario	1. Current Space Seat Sharing 3 Days in office goal	2. Assigned Seating 3 Days Assigned	3. Flexible Seating 3 Days Unassigned	4. Team Scheduled 2 Days Assigned; Assigned Days
Summary	Using all available seats as-is	Maximum attendance at 1:1 sharing	60% hybrid attendance + 10% buffer	A / B scheduling of hybrid population attendance; 50% peak attendance each day
Workpoints	420 • Assigned: 282 • Shared: 138	955 • Assigned: 955 • Shared: 0	753 • Assigned: 282 • Shared: 471	619 • Assigned: 282 • Shared: 337
Delta	0 seats 0 RSF	535 seats 109,675 RSF	333 seats 68,265 RSF	199 seats 40,795 RSF
Sharing Ratio for Shared Work points <i>(Individual work points : HC)</i>	1 : 2.27	1 : 1	1 : 1.43	1 : 2
Required RSF	69,496 RSF	179,171 RSF	137,761 RSF	110,291 RSF

Note: This work assumes a benchmark of 205 RSF per seat for the additional required RSF versus using the current KC RSF.

DPH | Department of Public Health

Work points per building and floor



420

Individual work points

Building	Floor	Workstations	Hotel Seats	Offices	Total
Chinook	1	-	-	-	-
	10	136	0	9	145
	11	134	0	7	141
	12	125	0	9	134
Totals	-	395	0	25	420

Note: In Chinook 1st Floor DPH has seats in conference rooms, but not individual work points.

Interview Summary

DPH has 70% hybrid employees and considers they will need more space in Chinook to accommodate the 3 day in-office goal. They are focusing on engagement, connection, and meeting people where they are for hybrid work.

Space Management and Utilization

- Current Space:
 - DPH occupies floors 1,10, 11, & 12 in Chinook building.
- Neighborhood Design:
 - Spaces are organized into team "neighborhoods" with combination of workstations and collaboration areas. Offices for leadership and some are shared.
- Special Requirements:
 - Secure areas needed for HR, HMMAC Emergency ops, and to meet HIPAA compliance.
 - Current storage is insufficient for supplies & community outreach materials.

Workplace Structure and Staffing

- Current Staffing:
 - Approximately 1,700 total employees, though many are field/clinical staff rather than office-based.
 - 955 total based at Chinook – 282 in-office today and 673 Hybrid.
- Hybrid Work Model:
 - Currently mostly remote, with some teams encouraging 1-2 days per month in-office. Employees are shifting to in-person time for collaboration and focus work taking place at home.
 - Payroll and finance require regular office presence.

Technology and Collaboration

- Meeting Technology:
 - Microsoft Surface Hubs available in most meeting rooms but hybrid meetings remain challenging, especially for larger groups.

- Training Needs:
 - Lack of formal training on collaboration tools (SharePoint, Teams) which impacts effective usage
- Space Utilization:
 - Conference rooms often used by individuals seeking privacy rather than group collaboration
- Collaboration Spaces:
 - Some areas feel unfinished or poorly equipped (e.g., HR space lacking monitors)

Challenges and Concerns

- Employee Resistance:
 - Strong opposition to mandatory office return, particularly from BIPOC staff
- Remote Work Appeal:
 - Remote flexibility is a key recruitment factor for new hires.

Future Considerations

- Retention Risk:
 - Concern about potential staff departures if strict in-office requirements implemented. DPH is committed to meet people where they are at for hybrid/remote work
 - Need to provide operational justification for denying telecommute requests
- Onboarding Opportunities:
 - Having team days in office will help new hires onboard, get to know team members and feel less isolated
- Change Management:
 - Need for compelling "why" narrative to support return-to-office initiative, focus on employee engagement and connection.

Interview Poll Results

A. What impact do you anticipate the 3-day-in-office goal would have on your team's productivity?



B. Which of the following do you believe will be the biggest challenge in implementing the 3-day-in-office goal for your Department? (rank from most challenging to least challenging)

1. Insufficient office space or resources
2. Employee resistance
3. Adapting current work processes to a hybrid model
4. Maintaining team cohesion and collaboration
5. Ensuring equitable experiences for all employees

C. Which of the following do you believe will be the most significant benefit of implementing the 3-day-in-office goal for your Department? (rank from most beneficial to least beneficial)

1. Improved mentoring and professional development opportunities
2. Stronger organizational culture and team bonding
3. Improved collaboration and teamwork
4. Increased productivity and efficiency
5. Better work-life balance for employees

Context on Rankings Provided

A. Productivity Impact: "Somewhat Negative"

- Currently at 200-400% workload in some areas
- Concerns about losing productive work time to commuting
- Performing well in current remote model

B. Biggest Challenges

- Employee Resistance
 - Stems from breaking remote work commitments
 - Part of their recruitment/retention strategy
 - Environmental mission alignment with remote work
- Ensuring Equitable Experience
 - Transit/parking concerns
 - Housing decisions based on remote work
 - Safety concerns downtown
- Space/Resources
 - Space designed for collaboration not daily work

C. Benefits

- Organizational Culture
 - Acknowledge value of in-person connections
 - Important for new employees
- Collaboration/Teamwork
 - Value for strategic discussions
 - Better for creative problem-solving
- Mentoring/Development
 - Informal learning opportunities
 - Better for newer staff

Exec

Executive Department

Exec | Executive Department

Dashboard 1 of 2

- Chief People Officer: Whitney Abrams
- Leader Interviewed: Keiley Ramseur
- Space Contact: Martine Kaiser

OVERVIEW

LOCATIONS IN SCOPE



- Chinook: Floors 8, 13

RENTABLE SF
22,123



HEADCOUNT
184



- 69 Onsite
- 115 Hybrid
- 0 Remote

Note: The headcount captures a subset of administrative hybrid employees within King County.

CURRENT SITUATION

- **Space Configuration:** Undergoing major renovation, implementation of ABW (completion early Jan). Employee engagement in design process
- **Change Management:**
 - Using new space as "carrot" for return
 - Recognition that hybrid/remote flexibility needed
 - Acknowledges need for change management even at executive level and using dept as model for others

SPACE METRICS



142
Individual work points



82
Collaborative Seats



1 : 0.6
Ratio
(Individual seats : Collaborative seats)

Note: Conference room sizes and associated seat counts were estimated based on data provided to JLL via floorplans/ furniture plans and requested confirmation by Department team members. They are assumed to be "directionally correct" to support high-level understanding of quantities; however, further on-site validation would be needed to ensure accuracy

Individual work points

Space Type	Quantity	Seat (s)
Workstations	96	96
Hotel Seats	33	33
Offices	13	13
Total Individual Seats	-	142
<hr/>		
Small Conference Rooms (1-4 ppl)	2	8
Medium Conference Rooms (5-8 ppl)	1	7
Large Conference Rooms (+9 ppl)	2	20
Phone Booths	2	2
Other Collaborative Seats	45	45
Total Collaborative Seats	-	82

LEADERSHIP PERSPECTIVE¹

Productivity Impact



Somewhat positive

RTO Challenges

1. Insufficient office space or resources
2. Employee resistance
3. Ensuring equitable experiences for all employees

RTO Benefits

1. Stronger organizational culture and team bonding
2. Improved collaboration and teamwork
3. Improved mentoring and professional development opportunities

¹ Leadership perspective data was collected in November 2024 through stakeholder interviews and the Future of Work poll

Exec | Executive Department

Dashboard 2 of 2

ILLUSTRATIVE SCENARIOS

Total Headcount

184

69 Onsite | 115 Hybrid

Current work points

142

129 Workstations | 13 Offices

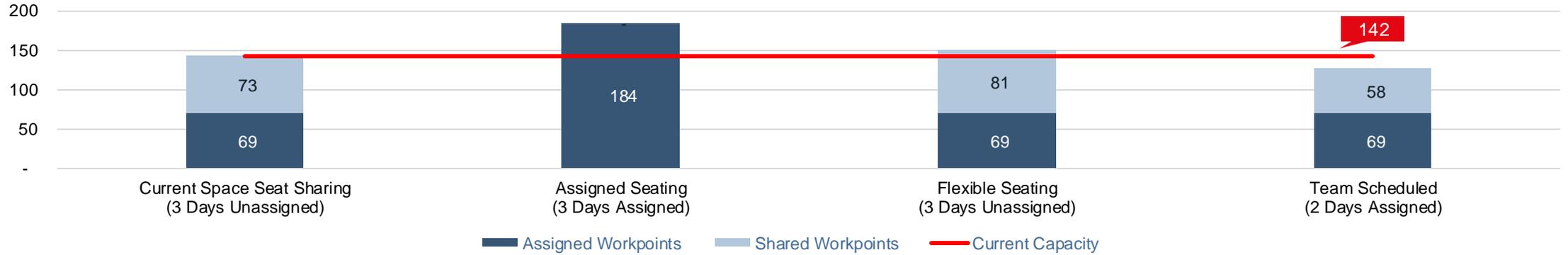
Current RSF

22,123 RSF

156 RSF / Seat

Assumptions:

1. Onsite employees require 1:1 assigned seating
2. Headcount growth is not included



Scenario	1. Current Space Seat Sharing 3 Days in office goal	2. Assigned Seating 3 Days Assigned	3. Flexible Seating 3 Days Unassigned	4. Team Scheduled 2 Days Assigned; Assigned Days
Summary	Using all available seats as-is	Maximum attendance at 1:1 sharing	60% hybrid attendance + 10% buffer	A / B scheduling of hybrid population attendance; 50% peak attendance each day
Workpoints	142 • Assigned: 69 • Shared: 73	184 • Assigned: 184 • Shared: 0	150 • Assigned: 69 • Shared: 81	127 • Assigned: 69 • Shared: 58
Delta	0 seats 0 RSF	42 seats 8,610 RSF	8 seats 1,640 RSF	15 seats 2,340 RSF (Surplus)
Sharing Ratio for Shared Work points <small>(Individual work points : HC)</small>	1 : 1.6	1 : 1	1 : 1.43	1 : 2
Required RSF	22,123 RSF	30,733 RSF	23,763 RSF	19,783 RSF

Note: This work assumes a benchmark of 205 RSF per seat for the additional required RSF versus using the current KC RSF.

Exec | Executive Department

Work points per building and floor



142

Individual work points

Building	Floor	Workstations	Hotel Seats	Offices	Total
Chinook	8	61	33	11	105
	13	35	0	2	37
Totals	-	96	33	13	142

Interview Summary

Exec Dept is undergoing renovation to create a flexible, activity-based design to support the 3 day in-office goal. They are leading by example in adopting this goal, aiming to foster relationship-building culture and be visible to the public they serve.

Current Space Configuration

- Located on 8th floor Chinook (moving Climate & Labor Relations to Chinook 13)
- Current Headcount: 184 total (will reduce by ~30 with moves)
- Significant staff turnover: 70 out of 184 hired post-pandemic
- Undergoing renovation (completion early January)

Current Work Patterns

- Varies by division:
 - Executive Office: 3-5 days/week
 - Climate: 3 days/week
 - OERSJ: 2-3 days/week
 - OLR: 1 day/week (moving to 3 days)
 - PSB (largest group): Minimal presence, mostly as needed

Future Space Design

- 12 offices along perimeter
- Mix of assigned and hotel spaces:
 - 103 total work points
 - 33 open/unassigned desks, 22 benching-style hotel desks, 4 phone booths
 - 5 conference rooms (various sizes)
 - Multiple collaboration spaces
- Organized by neighborhoods for different teams
- More flexible/activity-based design than other Departments

Leadership Perspective on Return

- Using new space as "carrot" for return

- Extensive employee engagement in design process
- Recognition that hybrid/remote flexibility needed for emergencies
- Strong focus on relationship building
- Acknowledges need for change management even at executive level
- Using Department as model for others

Key Considerations

- Space Design:
 - Leading by example with modern, flexible design
 - Significant investment in collaboration spaces
 - Focus on choice and variety
- Implementation:
 - Strong team-based approach
 - Flexibility based on work needs
 - Phased return strategy
 - Focus on intentional presence
- Challenges:
 - Technology for hybrid meetings
 - Potential space constraints if PSB increases presence
 - Need for private/focus spaces for certain teams

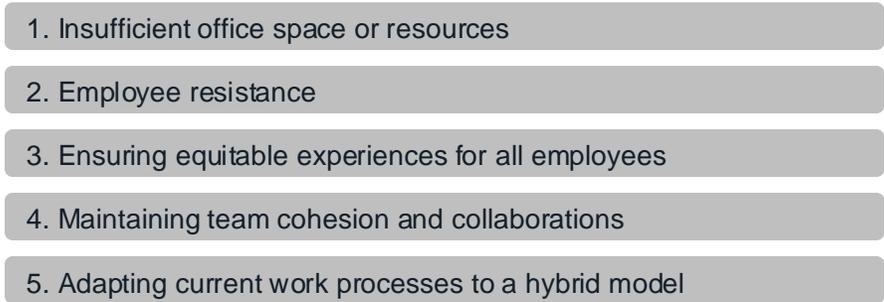
Exec | Executive Department

Interview Poll Results

A. What impact do you anticipate the 3-day-in-office goal would have on your team's productivity?



B. Which of the following do you believe will be the biggest challenge in implementing the 3-day-in-office goal for your Department?
(rank from most challenging to least challenging)



C. Which of the following do you believe will be the most significant benefit of implementing the 3-day-in-office goal for your Department?
(rank from most beneficial to least beneficial)



Context on Rankings Provided

A. Productivity Impact: "Somewhat Positive"

- Acknowledge different type of productivity in office
- Less task completion but more relationship building & value of informal connections
- Recognition that work gets "done differently" in office
- Particular value for newer staff

B. Biggest Challenges

- Insufficient Office Space/Resources
 - Primary concern if all groups return for 3 days, particular worry about PSB team needs
 - Current renovation helping but still constraints
 - Specific concerns about analytical teams needing quiet space
- Employee Resistance
 - Varied by division (PSB most resistant)
 - Less about resistance, more about work patterns
 - Need to demonstrate value proposition
- Ensuring Equitable Experience
 - Different needs across teams
 - Balance between focused and collaborative work
 - Concerns about hybrid meeting equity

C. Benefits

- Stronger Organizational Culture
 - Critical for Executive Department's leadership role
 - Important for new employee integration
- Improved Collaboration/Teamwork
 - New space specifically designed for this with multiple types of collaboration spaces
 - Focus on intentional gathering
- Improved Mentoring
 - Important for large number of new staff
 - Better informal learning opportunities

KCIT

King County Information Technology

Dashboard 1 of 2

- Department Director: Megan Clarke
- Leader Interviewed: Andy Gravano
- Space Contact: Darlene McNeil

OVERVIEW

LOCATIONS IN SCOPE



- **Chinook:** Floors 6, 7
- **KSC:** Floor 2
- **SeaTac Radio Ship:** Floor 2
- **PSRFA Admin:** Floor 1

RENTABLE SF
60,941



HEADCOUNT
445



- 38 Onsite
- 74 Hybrid
- 333 Remote

Note: The headcount captures a subset of administrative hybrid employees within King County.

CURRENT SITUATION

- **Way of Working:**
 - Office space used for intentional collaboration and significant meetings
 - No seat assignments except for a few exceptions
 - Focus work completed at home
- **On-Site Staff:** Tech support, desktop support, help desk
- **Change Management:**
 - Strong resistance to 3-day office goal
 - Looking for the larger “why” to support this effort

SPACE METRICS



319
Individual work points



145
Collaborative Seats



1 : 0.5
Ratio
(Individual seats : Collaborative seats)

Note: Conference room sizes and associated seat counts were estimated based on data provided to JLL via floorplans/ furniture plans and requested confirmation by Department team members. They are assumed to be “directionally correct” to support high-level understanding of quantities; however, further on-site validation would be needed to ensure accuracy

Individual work points

Space Type	Quantity	Seat (s)
Workstations	242	242
Hotel Seats	57	57
Offices	20	20
Total Individual Seats	-	319
Small Conference Rooms (1-4 ppl)	3	12
Medium Conference Rooms (5-8 ppl)	15	105
Large Conference Rooms (+9 ppl)	2	20
Phone Booths	0	0
Other Collaborative Seats	8	8
Total Collaborative Seats	-	145

LEADERSHIP PERSPECTIVE¹

Productivity Impact



Mostly Negative

RTO Challenges

1. Employee resistance
2. Ensuring equitable experiences for all employees
3. Maintaining team cohesion and collaboration

RTO Benefits

1. Improved mentoring and professional development opportunities
2. Stronger organizational culture and team bonding
3. Improved collaboration and teamwork

¹ Leadership perspective data was collected in November 2024 through stakeholder interviews and the Future of Work poll

KCIT | King County Information Technology

Dashboard 2 of 2

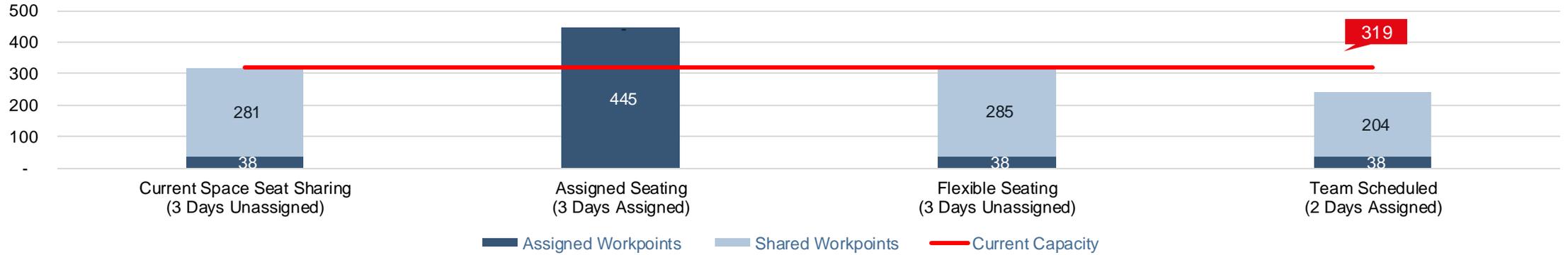
ILLUSTRATIVE SCENARIOS

Total Headcount
445
38 Onsite | 74 Hybrid | 333 Remote

Current work points
319
299 Workstations | 20 Offices

Current RSF
60,941 RSF
191 RSF / Seat

- Assumptions:
- Onsite employees require 1:1 assigned seating
 - Headcount growth is not included



Scenario	1. Current Space Seat Sharing 3 Days in office goal	2. Assigned Seating 3 Days Assigned	3. Flexible Seating 3 Days Unassigned	4. Team Scheduled 2 Days Assigned; Assigned Days
Summary	Using all available seats as-is	Maximum attendance at 1:1 sharing	60% hybrid attendance + 10% buffer	A / B scheduling of hybrid population attendance; 50% peak attendance each day
Workpoints	319 • Assigned: 38 • Shared: 281	445 • Assigned: 445 • Shared: 0	323 • Assigned: 38 • Shared: 285	242 • Assigned: 38 • Shared: 204
Delta	0 seats 0 RSF	126 seats 25,830 RSF	4 seats 764	77 seats 14,707 RSF (Surplus)
Sharing Ratio for Shared Work points <small>(Individual work points : HC)</small>	1 : 1.5	1 : 1	1 : 1.43	1 : 2
Required RSF	60,941 RSF	86,771 RSF	61,705 RSF	46,234 RSF

Note: This work assumes a benchmark of 205 RSF per seat for the additional required RSF versus using the current KC RSF.

KCIT | King County Information Technology

Work points per building and floor



319

Individual work points

Building	Floor	Workstations	Hotel Seats	Offices	Total
Chinook	6	79	0	2	81
	7	129	6	0	135
KSC	2	34	51	0	85
PSRFA Admin	1	0	0	12	12
SeaTac Radio Shop	2	0	0	6	6
Totals	-	242	57	20	319

Interview Summary

KCIT has a high percentage of remote employees and is facing a space shortage to accommodate the 3 day in-office goal. They mentioned the need for a flexible solution, including what teams the in-office goal is applied to, seat sharing and additional square footage.

Space Management and Utilization

- Current Space:
 - Occupies Chinook 6 and 7 floor, 2nd floor of King Street & SeaTac Hub 855
 - Recently reduced footprint by 30%
 - No seat assignments except for a few exceptions, mostly seat sharing
- Daily Occupancy: Currently 15-20% of workforce onsite daily, technical support are onsite 35-40% of the time and support teams rotate across different KC spaces

Workplace Structure and Staffing

- On-site Staff:
 - Technical support, desktop support, and help desk are regular on-site staff
- Space Usage:
 - Office space used for intentional collaboration and significant meetings. Focus work completed at home

Technology and Collaboration

- Technology Needs:
 - There is no standard desktop tech for all KC offices, and it will take time to prepare office for 3 day in-person goal
 - Current technology insufficient for effective hybrid meetings
- Budget Constraints:
 - There is no budget planned to equip spaces within KC offices to accommodate 3 day in-person goal

Challenges and Concerns

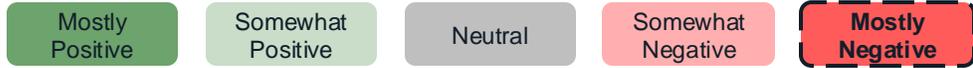
- Resistance & retention:
 - Strong resistance to 3-day office goal
 - 55 potential retirements next year
- Productivity Impact:
 - Concerns about lost productivity due to commute times (1-3 hours) and many employees operating at 200-400% capacity
- Communication Issues:
 - Lack of clear messaging and unanswered questions about implementation. Looking for the larger “why” to support this effort
- Space Concerns:
 - There is not enough conference rooms with hybrid technology to support current in-office employees (especially large meetings)

Future Considerations

- Space Planning:
 - Need clarity on whether spaces will be hotel-style or assigned
- Technology Infrastructure:
 - Significant upgrades needed for conference rooms and workstations
- Implementation Timeline:
 - Technology team needs clear Department plans to assist and support needs
- Administrative Processes:
 - Concerns about approval processes for spending partner agency funds. Look to create a blanket KC budget for all tech County wide to create a more equitable solution.

Interview Poll Results

A. What impact do you anticipate the 3-day-in-office goal would have on your team’s productivity?



B. Which of the following do you believe will be the biggest challenge in implementing the 3-day-in-office goal for your Department?
(rank from most challenging to least challenging)

1. Employee resistance
2. Ensuring equitable experience for all employees
3. Maintaining team cohesion and collaborations
4. Insufficient office space or resources
5. Adapting current work processes to a hybrid model

C. Which of the following do you believe will be the most significant benefit of implementing the 3-day-in-office goal for your Department?
(rank from most beneficial to least beneficial)

1. Improved mentoring and professional development opportunities
2. Stronger organizational culture and team bonding
3. Improved collaboration and teamwork
4. Better work-life balance for employees
5. Increased productivity and efficiency

Context on Rankings Provided

A. Productivity Impact: “Mostly Negative”

- Already seeing high productivity in current model
- Only 3 performance issues in past year with remote workers

B. Biggest Challenges

- Employee Resistance
 - Staff asking for compelling "why"
 - Considering remote work as expected benefit
- Insufficient Space/Resources
 - Infrastructure not ready
 - Major technology upgrades needed
 - Current space not designed for 3-day occupancy
- Ensuring Equitable Experience
 - Concerns about staff who moved away
 - Transit/commute equity
- Adapting Work Processes
 - Concern about engineers/technical staff
 - Need specialized equipment/setup
 - Currently have robust home office setups

C. Benefits

- Improved Collaboration
 - Acknowledge some value but skeptical
- Stronger Culture
 - See some benefit for relationship building
- Mentoring
 - Could help newer staff

KCSO

King County Sheriff's Office

Interview Summary

KSCO has majority of employees working 3 days in-office today. They mentioned that they have enough space to accommodate 3 day in-office goal and look to have more efficient utilization.

Space Management and Utilization

- Highly Distributed: Multiple locations across county including courthouse, precincts, contract cities, Black River, SeaTac, and warehouses
- Key Administrative Spaces:
 - Courthouse: Largest administrative footprint (Records, Cashiers, Budget/Accounting)
 - Black River: Expanding footprint for HR and Internal Investigations
 - SeaTac: Training unit in subleased space
 - Property Management: Warehouse facility being relocated
- Space Adequacy:
 - Generally sufficient square footage but looking to use it more effectively

Workplace Structure and Staffing

- Commissioned Staff:
 - 100% on-site at precincts but low utilization (mostly in field)
- Administrative Staff:
 - Already meeting or exceeding 3-day hybrid requirement
- Public Disclosure Unit:
 - Only fully remote team, showing high productivity
- Budget/Accounting:
 - Rotating schedule (2 weeks on-site, 1 week off)
- IT Support:
 - Distributed across locations to support all sites

Special Space Requirements

- Security Needs:
 - Areas for confidential information and CJIS compliance
- Interview Spaces:
 - Separate areas for suspects vs. victims/witnesses
- Public Interface:
 - Front desk and customer-facing spaces
- Technology Requirements:
 - Specific needs for cameras and audio systems

Future Considerations

- Property/Training Consolidation:
 - Plans to relocate both units together
- Black River Expansion:
 - Moving HR and investigations there in early 2025
- Space Sharing:
 - Open to partnerships with other Departments where security requirements allow
- Public Meeting Space:
 - Interest in shared community spaces, especially in unincorporated areas
- Fingerprinting Space:
 - Looking for courthouse space for non-custody fingerprinting
- Precinct Challenges:
 - Buildings not purpose-built for law enforcement
- Meeting Space Limitations:
 - There is a need for more meeting rooms and better technology integration

Metro

Metro Transit Department

Dashboard 1 of 2

- Department Director: Michelle Allison
- Leader Interviewed: David Eldred
- Space Contact: Tiffani Duncan

OVERVIEW

LOCATIONS IN SCOPE



- **KSC:** Floors 1, 2, 3, 4, 5

RENTABLE SF
117,436



HEADCOUNT
901



- 36 Onsite
- 865 Hybrid
- 0 Remote

Note: This captures a subset of administrative hybrid employees within King County.

CURRENT SITUATION

- **Space Configuration:** Currently undergoing a renovation in KSC 4th and 5th Floors (ABW Design), to be completed by Mid-2025.
- **Work Patterns:** Already operating in balanced hybrid model; Many employees split time between office and operational facilities
- **Change Management:** Help employees understand intention behind unassigned seating and need support developing new behaviors

SPACE METRICS



390
Individual work points



490
Collaborative Seats



1 : 1.3
Ratio
(Individual seats : Collaborative seats)

Note: Conference room sizes and associated seat counts were estimated based on data provided to JLL via floorplans/ furniture plans and requested confirmation by Department team members. They are assumed to be "directionally correct" to support high-level understanding of quantities; however, further on-site validation would be needed to ensure accuracy

Individual work points

Space Type	Quantity	Seat (s)
Workstations	328	328
Hotel Seats	38	38
Offices	24	24
Total Individual Seats	-	390
Small Conference Rooms (1-4 ppl)	73	292
Medium Conference Rooms (5-8 ppl)	4	28
Large Conference Rooms (+9 ppl)	5	50
Phone Booths	28	28
Other Collaborative Seats	92	92
Total Collaborative Seats	-	490

LEADERSHIP PERSPECTIVE¹

Productivity Impact



Somewhat positive

RTO Challenges

1. Employee resistance
2. Insufficient office space or resources
3. Ensuring equitable experiences for all employees

RTO Benefits

1. Improved collaboration and teamwork
2. Stronger organizational culture and team bonding
3. Increased productivity and efficiency

¹ Leadership perspective data was collected in November 2024 through stakeholder interviews and the Future of Work poll

Metro | Metro Transit Department

Dashboard 2 of 2

ILLUSTRATIVE SCENARIOS

Total Headcount

901

36 Onsite | 865 Hybrid

Current work points

390

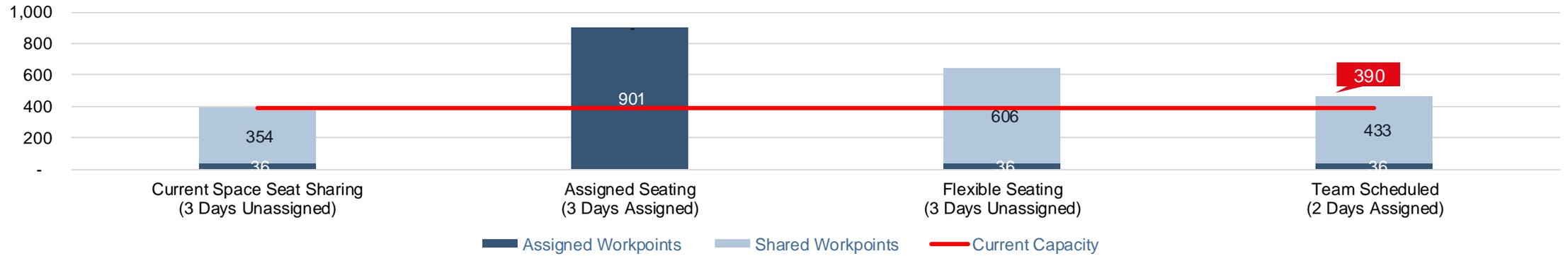
366 Workstations | 24 Offices

Current RSF

117,436 RSF

301 RSF / Seat

- Assumptions:
1. Onsite employees require 1:1 assigned seating
 2. Headcount growth is not included



Scenario	1. Current Space Seat Sharing 3 Days in office goal	2. Assigned Seating 3 Days Assigned	3. Flexible Seating 3 Days Unassigned	4. Team Scheduled 2 Days Assigned; Assigned Days
Summary	Using all available seats as-is	Maximum attendance at 1:1 sharing	60% hybrid attendance + 10% buffer	A / B scheduling of hybrid population attendance; 50% peak attendance each day
Work points	390 • Assigned: 36 • Shared: 354	901 • Assigned: 901 • Shared: 0	642 • Assigned: 36 • Shared: 606	469 • Assigned: 36 • Shared: 433
Delta	0 seats 0 RSF	511 seats 104,755 RSF	252 seats 51,660 RSF	79 seats 16,195 RSF
Sharing Ratio for Shared Work points <small>(Individual work points : HC)</small>	1 : 2.44	1 : 1	1 : 1.43	1 : 2
Required RSF	117,436 RSF	222,191 RSF	169,096 RSF	133,631 RSF

Note: This work assumes a benchmark of 205 RSF per seat for the additional required RSF versus using the current KC RSF.

Metro | Metro Transit Department

Work points per building and floor



390

Individual work points

Building	Floor	Workstations	Hotel Seats	Offices	Total
KSC	1	27	0	5	32
	3	79	38	7	124
	4	107	0	6	113
	5	115	0	6	121
Totals	-	328	38	24	390

Interview Summary

Metro has 901 employees, most of whom work in a hybrid model, and is renovating its layout to implement a neighborhood activity-based design. They recognizes the need for a flexible plan to encourage intentional office presence. They are implementing change management strategies for the 4th and 5th floors of KSC, focusing on emphasizing effective in-person work.

Management and Utilization

- Pre-COVID: Had expansive presence across 5 partial floors at King Street Center plus separate leased space at 901 5th Ave
- Current Space:
 - Operating from portion of 3rd floor KSC
 - Recently acquired temporary space in Chinook (30 cubicles/7 offices)
 - First floor maintains public-facing functions (ORCA sales, customer service)

Future Space Plan (Mid-2025)

- Major renovation of 4th & 5th floors KSC underway (4th floor Complete Q1 2025 & 5th Q2 2025)
 - Each floor will have ~160 workstations and 100+ collaboration spaces
 - Range of meeting spaces and phone booths
 - Limited private offices (~9-10 for division leaders only)
 - High increase of small meeting rooms
 - Organized into "neighborhoods" for divisions while maintaining flexibility
 - Added amenities like kitchen/eating areas to encourage community

Population & Work Patterns

- Size: 901 employees plus contractors (~1,000 total) in administrative space
- Already operating in balanced hybrid model pre-dating current initiative
- Unique transit focus: View commuting via transit as employee benefit
- Many employees split time between office and operational facilities
- Strong emphasis on intentional presence vs arbitrary attendance goals

Challenges & Concerns

- Space Limitations:

- Currently severely constrained during construction
- Even new space will not mathematically support full 3-day return
- Need for additional large meeting/training spaces
- Employee Feedback:
 - Want personal storage/permanent space assignments
 - Managers requesting private offices
 - Concerns about meeting space availability and storage needs
 - Questions about hybrid meeting effectiveness
- Change Management:
 - Need to shift from current crowded temporary space to new collaborative model
 - Help employees understand intention behind unassigned seating
 - Support development of new workplace behaviors

Future Considerations

- Planning to evaluate actual usage patterns before considering expansion
- Focus on creating inviting, purposeful workspace
- Recognize need for flexibility in implementation
- Unique approach viewing transit commute as employee benefit
- Strong focus on intentional collaboration vs mandatory presence

Metro | Metro Transit Department

Interview Poll Results

A. What impact do you anticipate the 3-day-in-office goal would have on your team's productivity?



B. Which of the following do you believe will be the biggest challenge in implementing the 3-day-in-office goal for your Department?
(rank from most challenging to least challenging)

1. Employee resistance
2. Insufficient office space or resources
3. Ensuring equitable experiences for all employees
4. Adapting current work processes to a hybrid model
5. Maintaining team cohesion and collaboration

C. Which of the following do you believe will be the most significant benefit of implementing the 3-day-in-office goal for your Department?
(rank from most beneficial to least beneficial)

1. Improved collaboration and teamwork
2. Stronger organizational culture and team bonding
3. Increased productivity and efficiency
4. Improved mentoring and professional development opportunities
5. Better work-life balance for employees

Context on Rankings Provided

A. Productivity Impact: "Somewhat Positive"

- Already operating in balanced hybrid model
- Have established business needs criteria & current space renovation planning supports hybrid work
- More thoughtful about intentional presence vs arbitrary days

B. Biggest Challenges

- Employee Resistance
 - Not pure resistance but need for compelling "why"
 - Question value if still on Teams all day
 - Need better reasons than just "presence"
 - Staff seeking rationale beyond collaboration
- Space/Resources
 - Currently in construction for 4th/5th floors
 - Immediate space very constrained
 - Need better technology for hybrid meetings
- Ensuring Equitable Experience
 - Some teams need more office presence & others more suited to remote
 - Different division needs and flexibility based on role

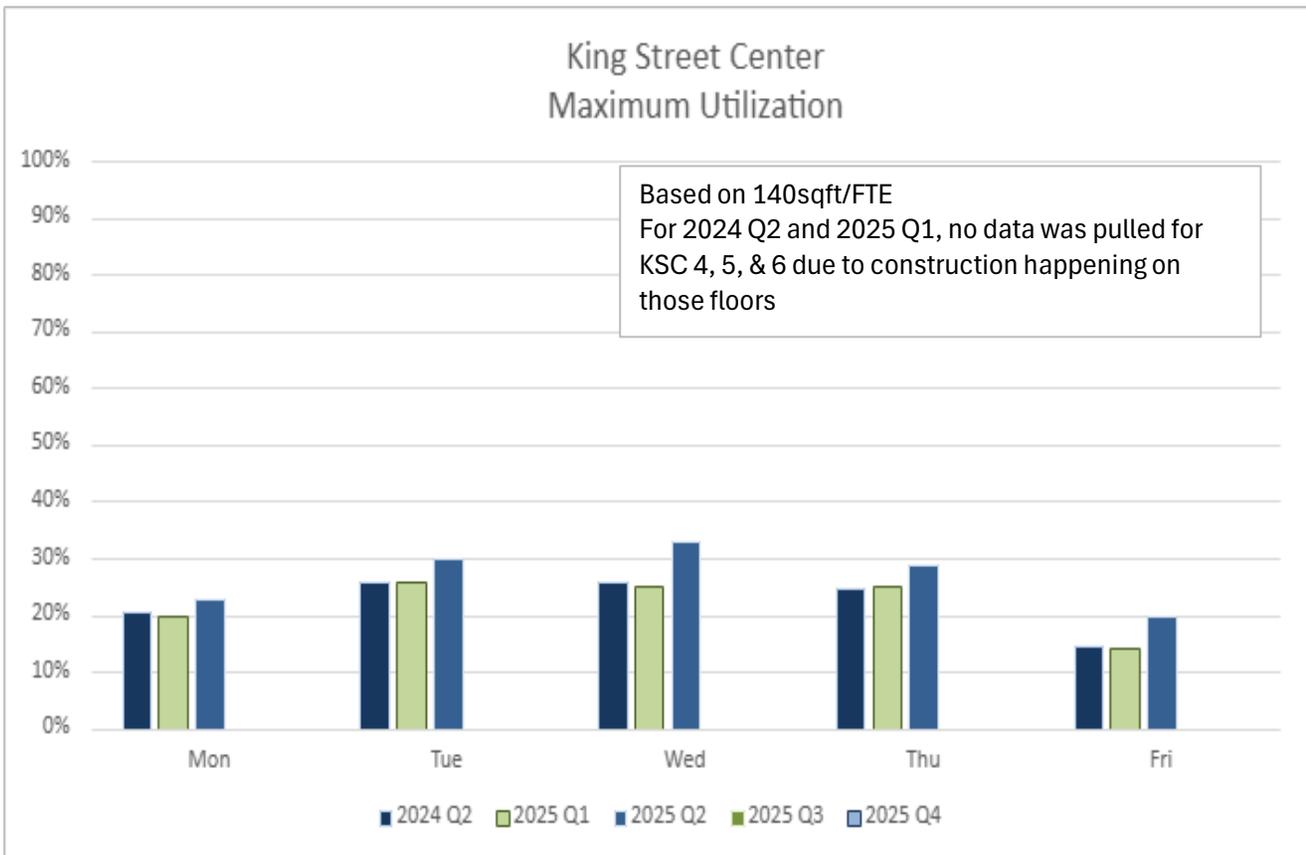
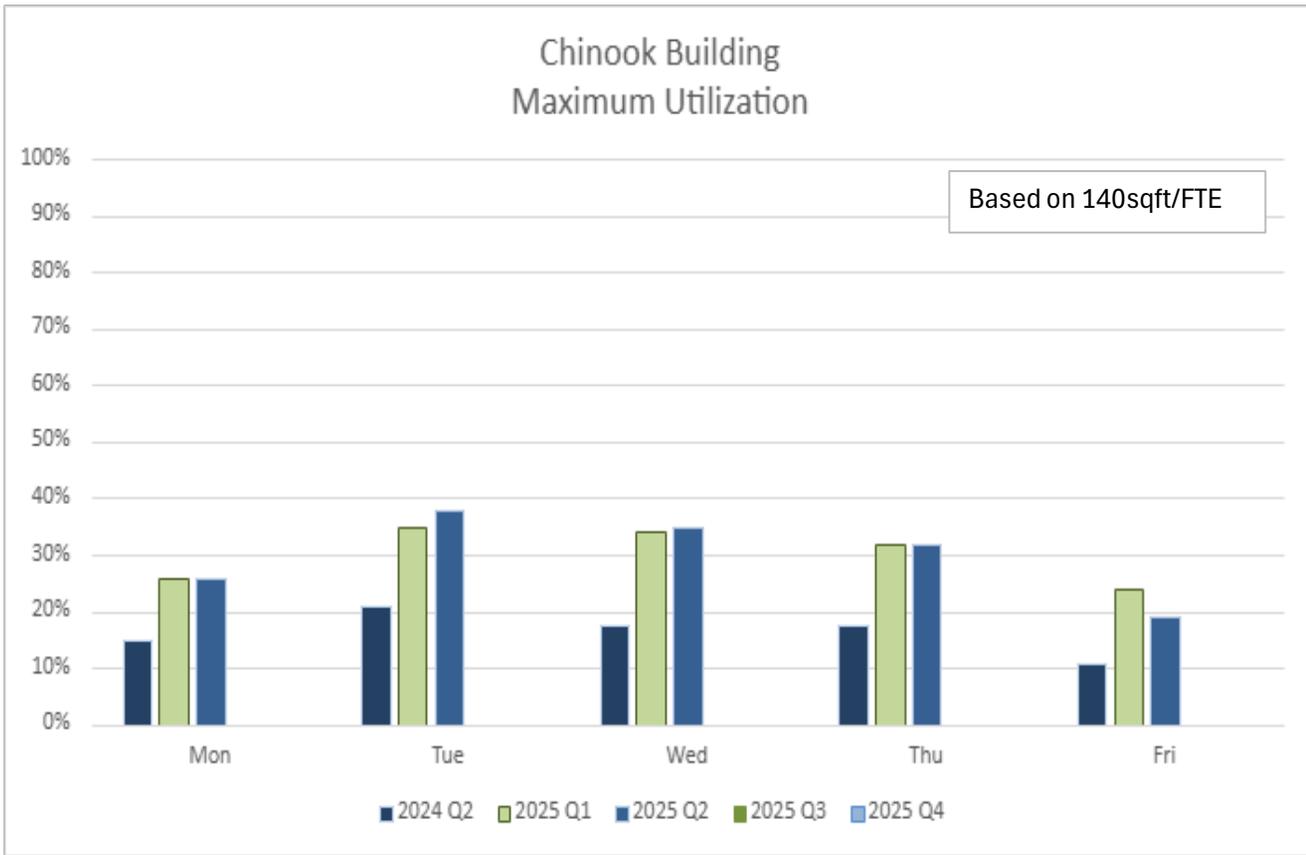
C. Benefits

- Collaboration/Teamwork
 - New space specifically designed for this & Planning ~160 cubicles per floor
 - Over 100 collaboration spaces planned & range of meeting room sizes
- Organizational Culture
 - Neighborhood concept to support this
 - Intentional about team placement
 - Building in social spaces
- Mentoring/Development
 - Important but not primary driver
 - Can be done in hybrid model

Thank you

Nathan Wasilewski
Senior Director
nathan.wasilewski@jll.com
M +1 203 980 1945

Kari Smith
Director
kari.smith@jll.com
M +1 763 360 4990



METHODOLOGY:

1. ID Access pulls reports for all badge swipes in the buildings for a month
2. Badge swipes for the daycare (Chinook), Diva coffee (Chinook), parking garages, fleet vehicles, temporary (contractors), and test are removed.
3. Data is cleaned to only show the name on the badge and the date
4. Excel formulas are used to count the number of unique names per calendar date
5. Original Auditor data from Q2 2024 based on desk counts has been recalculated based on sqft.

Service Level Commitment & Expectations 2

Roles & Responsibilities 2

 FMD Responsibilities and Commitments..... 2

 Tenant Responsibilities 3

Communications 4

 Communications from FMD..... 5

 Individual Communications 5

 Broad Communications..... 5

 Emergency Communications 5

FMD Charges..... 5

 Per Square Foot (PSF) Charges..... 6

 Lease Management Fee 6

 Hourly Rates..... 6

 Supplies and Materials..... 7

 Additional Service Charge 7

 Incidental Charges..... 7

Standard Services Provided 7

 Preventive Maintenance (PM) 8

 Corrective Maintenance (CM)..... 8

 Tenant Improvements (TI) 8

 Discretionary Capital Projects..... 8

 Major Maintenance Capital Projects 8

Description of Base Service Levels 8

 Service Hours and Holiday Closures..... 8

 BOS..... 9

 Security 9

Service Requests 9

 Service Request/Work Order 10

 Space Requests 10

 After-Hours Service (Lights & Air)..... 10

 Special Event Service..... 10

 Work Authorization..... 10

Lifecycle of a Service/Project Request..... 10

Request Intake	10
FMD Request Intake Process	11
Request Prioritization & Scheduling	11
Additional FMD Services for all King County Agencies	12
Parking Garage Management	12
King County Parking Facilities	12
Employee monthly parking	12
Parking validation accounts	12
ID Access	12
Printing Services.....	12
Conference Room Management.....	13

Service Level Commitment & Expectations

The purpose of this document is to outline the base level of service provided to tenants of county-owned and managed spaces through their occupancy or lease agreements with the Department of Executive Services (DES) Facilities Management Division (FMD). It includes information on the roles and responsibilities of FMD and tenants, communicating service requests, defined levels of service, and general information on service charges. Detailed information on all FMD services can be found on the FMD website.

Roles & Responsibilities

The following section defines general expectations tenants can have of FMD’s services as well as FMD expectations for tenants in county owned spaces. For more detailed information regarding the body of work for each FMD section and specific policies governing these responsibilities, please review the FMD website.

FMD Responsibilities and Commitments

- FMD is responsible for all maintenance and repairs in county owned space managed by FMD as well as in some leased space. *In cases where the County is responsible for maintenance in leased space, the service agreement standards for those services required by lease shall be the same as for owned facilities.*
- FMD staff are the only individuals designated to perform certain maintenance, custodial, and repair tasks due to labor contracts and body of work requirements per the contract labor agreement (CLA).
- FMD performs ongoing, scheduled preventative maintenance work.
- FMD will maintain and repair equipment deemed to be part of a building’s operations.
- FMD will maintain and replace existing kitchen appliances in shared breakroom spaces that are connected to building systems at their discretion.

- FMD is responsible for creation and replacement of building hard keys and access key cards/ID badges.
- FMD retains access granting authority over all FMD managed properties, with appropriate notification to tenants when possible. This includes providing access to contractors and project teams, changing access to align with space assignments, and providing FMD staff access to work areas for normal business operations.
- FMD is responsible for moving furniture.
- FMD is responsible for providing County agencies baseline data on the costs and relative efficiency of spaces being occupied by those agencies.
- FMD is responsible for managing Capital Improvement Projects (CIPs) in FMD owned and managed buildings.
- FMD will review all project requests.
- FMD will work to ensure the process follow the policies of the Real Asset Management Plan (RAMP) for authorizing and prioritizing requests meets the overall best needs of the County and FMD resources are considered.
- FMD is responsible for ensuring alignment with County policies and initiatives pertaining to but not limited to climate change, sustainability, and equity and social justice.
- FMD updates the King County Real Asset Management Plan (RAMP).
 - FMD manages the following related to RAMP policies:
 - Track County agency performance related to RAMP policies.
 - Space allocation and inventory management.
 - Identification and allocation of common areas.
 - Planning space for future growth.
 - Identifying efficiency metrics, goals, enforcement and incentives.
 - Advise agencies related to space utilization and assist them, as requested, to develop space and cost savings proposals.
 - Acquisition of space through new leases, lease renewals and amendments covering expansions, contractions, alterations, etc. *Note that FMD Real Estate Services is the only entity authorized by King County Code to acquire leased space for County agencies.*

Tenant Responsibilities

- Tenants will identify and report problems noticed with building equipment and systems to FMD Customer Care Team as soon as possible to facilitate timely repair and/or inclusion into the bi-annual major maintenance planning process.
- Tenants will follow FMD processes for service requests, space requests, and project requests.
- Tenants will provide budget information for tenant improvements in a timely manner and when requested by FMD staff through the service request process.
- Tenants will follow FMD guidance conveyed through building advisories and alerts.
- Tenants are financially responsible for the maintenance, repair and replacement of any equipment deemed to be in support of agency programmatic activities and not a part of the building operations with the exception modular workstations.
- Tenant agencies are responsible for repairs to tenant owned appliances such as microwaves and small appliances.

- Unless otherwise approved in advance and in writing by the FMD Division Director or designee, the use of personal portable heaters, refrigerators, microwaves, coffee/tea pots, toaster ovens, hotplates, large or mid-size fans, motorized water features and other un-switched small appliances shall be prohibited for use in individual offices and cubicles.
- Tenant will be responsible for the cost of re-keying locks or issuing new keys or key cards, when keys or key cards are lost or misplaced or otherwise compromised by the tenant.
- Tenants will immediately report lost keys or key cards to FMD Customer Care Team.
- Tenants will maintain security of FMD issued keys and access badges. Not to be used by any persons other than the tenants' employees or FMD contractors and subcontractors.
- Tenants and all county employees are responsible for complying with future direction and guidance that promote energy and resource conservation and achieve compliance with Executive Order PUT 7-6 (AEO) other ordinances & legal mandates (e.g., Green Building Ordinance, Energy/Strategic Climate Action Plan, etc.). Further, tenant agency management will actively pursue and coordinate other energy conservation measures with the FMD Energy Manager.
- Tenants will turn off equipment and lights in areas not being actively used.
- Tenants are responsible for closing window shades in periods of extreme high or low temperatures and on Fridays in preparation for weekends.
- Tenants are responsible for the cost of pest treatments related to tenant programmatic operations.
- Tenants will inform FMD of potential space moves or incidences where the existing agency space is not meeting actual or expected programmatic needs.
- Tenants will provide space related data updates to FMD as requested.
- Tenants will collaborate with FMD on any space related requests; including FMD requests for information on/data about agency space needs, working with assigned FMD staff on programming, designing, and constructing tenant improvements related to moves, and coordinating on execution of actual moves.
- Tenants will participate in planning, budgeting, and design and provide review of project plans from the schematic through final design stages.
- Tenants will assist with determining and coordinating access and work hours on capital projects and other tenant improvements.
- Tenants will inform FMD of any media inquiries directly related to FMD building operations, facilities management, or FMD projects.

Communications

FMD is comprised of many different sections. To streamline communication, all service requests should be communicated through the FMD Customer Care Team (CCT). FMD CCT will coordinate the requests and ensure they are brought to the correct teams within FMD for resolution.

Customer Care Team

phone: 206-477-9400 (urgent/immediate concerns)

email: CustomerCareServices.FMD@kingcounty.gov

Additional options for requesting service, including specialized requests, can be found on our website.

Communications from FMD

Individual Communications

FMD CCT will follow-up with individuals on the status of service requests, responses to questions, or requests for additional information in order to complete the requested service. Prompt responses can support CCT in resolving customer needs in a timely manner.

Broad Communications

FMD sends communications to customers regarding scheduled work, activities, outages, closures, and emerging issues effecting FMD managed spaces. These communications come in the form of *advisories*.

The audience for an advisory is generally location specific. FMD’s mailing lists for communications are dependent upon the distribution lists managed by KCIT that include staff based on their physical work location and some select ZZGrps. If there are additional staff who need the information shared in the advisory or alert, customers receiving the notice are encouraged to share and amplify information with those team members.

Emergency Communications

FMD strives to communicate efficiently in emergency situations. The advisory and alert process will be used to communicate information broadly when details are available. Additional communication channels may operate for real time communication with select individuals (example: Microsoft Teams Channels/Chats, CodeRed, etc.)

FMD Charges

FMD assesses several types of charges to cover facilities related costs. These charges fall into the following categories:

- Per Square Foot (PSF) Charges
- Lease Management Fee
- Hourly Rates
- Supplies & Materials
- Additional Service Charge
- Incidental Charges

Charge Category	Example
PSF Charges	Public Health floors in Chinook 10 & 11, cover all general maintenance and custodial charges for this floor.
Lease Management Fee	FMD manages the DPD leases in Kent Valley Professional Center.
Hourly Rates	An FMD Carpenter comes to hang a whiteboard in an office, they charge the fully burdened hourly rate for carpentry.
Supplies & Materials	FMD installs a new whiteboard, the tenant pays the cost of the whiteboard.
Additional Service Charge	Charges assessed as a one-off until they can be appropriately included in a PSF.
Incidental Charge	Superior Court requests after hours lights and air for an event on the weekend.

Per Square Foot (PSF) Charges

The streamlined rate charged to tenants in FMD managed and operated buildings through a PSF charge aims to reflect the total cost of operating and maintaining space. This approach was developed in partnership with the Office of Performance, Strategy and Budget (PSB). FMD assesses a single rate to County agencies to recoup the operating and some capital costs of county-owned space, and the administrative cost associated with these operations. These rates are applied to occupied square footage to calculate a space charge.

There are three major components which make up the single streamlined rate:

- FMD Operating and Services: building operating costs such as utilities and base level of services provided by FMD including custodial, security, space inventory management, business systems, and energy sustainability and conservation programs.
- Major Maintenance and Repair Fund (MMRF): prorated cost of major maintenance capital costs.
- Debt Service: debt service on Limited Term General Obligation Debt for the purchase or construction of buildings or incurred to fund capital projects in FMD operated buildings.

The streamlined rate consolidates cost recovery for General Government space (General Fund-owned and FMD-operated space) within one central rate account and reflects a uniform per square foot rate for space of similar function.

The PSF charges were further refined by creating building groupings of buildings with similar functions. The FMD website has a link to the full list of building groups and the current biennial PSF rate by group. Unique buildings, such as the King County Courthouse are treated as stand-alone with a rate for each unique building. This recognizes that buildings housing different functions or having different operating hours may have significantly different space costs.

To calculate space costs, an agency's rentable square footage in a given building is multiplied by the current streamlined rate for that building. Rentable square footage includes the space being used by an agency plus a prorated share of what is considered the common space in each building. Elevator lobbies, general purpose restrooms, and multi-user conference centers are examples of common space. Square footage occupancy assumptions used in the current budget can be obtained from FMD Finance. Allocations are updated as part of the biennial budget development process, unless directed by PSB (per RAMP).

Lease Management Fee

FMD assesses a management fee on multi-year leases paid through the *Long-Term Lease Fund*. This charge recovers costs for several leasing functions including identifying, negotiating, and managing county leased space, administrative efforts to develop legislative packages through County Council authorization, space inventory management, business systems development, and vacant space in county leased facilities. The fee is based on a percentage of the total cost of a lease. The percentage varies each biennium and is currently **8% of the total lease cost.**

Hourly Rates

FMD charges hourly fees for reimbursable work. Reimbursable work, also referred to as tenant improvements, tenant support, or billable work, is work requested by the agency that is outside the base level of service included in the PSF charge. Detailed descriptions of this type of work are covered in

the Standard Services Section of this document. When applying hourly rate charges, FMD charges a fully burdened rate. Typically, labor charges are assessed and billed on a monthly basis as they are incurred. Examples of situations in which FMD staff charge out all or a portion of time:

- Skilled trades, utility workers, custodians, floor care and security will have occasion to bill agencies or capital projects by the hour.
- Project management time for capital projects and work authorization projects generally result in hourly charges.
- Real Estate acquisitions result in hourly charges. Many sales include closing costs that reimburse Real Estate Services for time spent on the sales.
- Services related to financial and real estate transactional analysis are charged out on an hourly basis to projects requested by customers. For example, when a property is slated for sale, costs are tracked based on hourly charges and reimbursed from sales proceeds.

Supplies and Materials

Tenants will be charged for supplies and materials for reimbursable work, also referred to as tenant improvements, tenant support or billable work. Typically, supplies and materials charges are assessed and billed on a monthly basis as they are incurred.

Additional Service Charge

Through the PSF charges, FMD assesses a single rate to County agencies to recoup the operating and capital costs of county-owned space, and the administrative cost associated with these operations; however, there may be additional service charges added for an agency's space if there are changes related to these costs as a result of a service change. This would occur in situations where the changes are isolated to specific agencies, and it would not be equitable to apply an across the board increase to the PSF for the space; or to account for the time between when the change is implemented and it can be evaluated for addition to the PSF charge in future budget cycles. The charge would be in addition to any hourly rates or installation costs of supplies and materials.

Incidental Charges

These are charges that are applied to service requests outside of the base level of service that do not fall into the other categories. Agency requests for after-hours lights, HVAC, or additional security services are examples of incidental charges that are outside of the base level of service. After hours is considered any time outside the normal business operating hours for that building. Details on operating hours and current charges can be found on the FMD website.

Standard Services Provided

FMD is responsible for the day-to-day operations of King County owned facilities. Our teams provide small project management, Preventive Maintenance (PM) services, Corrective Maintenance (CM) services, and Tenant Improvements (TI). FMD also works with contracted vendor services to provide specific PM and CM services throughout county owned facilities. FMD services include small project planning, maintenance, painting, plumbing, electrician, carpentry, utility services, security electronics, custodial, floor care, engineering, warehouse services, and more. When a request is received, FMD will route the request to the appropriate team for completion, pending scope, complexity, and cost of the project.

The maintenance, custodial, repair, and project services completed by FMD staff typically fall into these main categories:

- Preventative Maintenance (PM)
- Corrective Maintenance (CM)
- Tenant Improvements (TI)
- Discretionary Capital Projects
- Major Maintenance Capital Projects

Preventive Maintenance (PM)

Preventive Maintenance (PM) refers to planned services provided on building infrastructure at set intervals dependent on the building system. FMD determines the appropriate intervals of PM service, costs associated with PM work are included in assessed square footage charge.

Corrective Maintenance (CM)

Corrective Maintenance (CM) are services to repair building systems, components, and infrastructure due to general wear and tear or damage. FMD costs associated with CM work are included in the assessed square footage charge.

Tenant Improvements (TI)

Tenant Improvement (TI) are services provided by FMD to tenant spaces to change or update the facilities from their current state. All TI's are completed at the request of the tenant and tenant is responsible for costs associated with the TI request.

Discretionary Capital Projects

Discretionary Capital Projects are unique projects for tenant or agency specific program infrastructure improvements. Examples include new or reconfigured court facilities, health clinics, police precincts, and security electronics system upgrades. These projects are usually funded through the County's Building Repair & Replacement Fund and typically range in value from \$50K to \$10M.

Major Maintenance Capital Projects

Major Maintenance Capital Projects include replacement of major building systems and components so that each building will realize its full useful life. Examples include replacement of heating, cooling, and ventilation equipment, and roofing and plumbing systems. Major maintenance projects are funded under the County's Major Maintenance Reserve fund. Priority projects are identified through periodic Facility Condition Assessments and input from FMD building maintenance staff and tenants. Major maintenance funds are not to be used for routine maintenance or for programmatic improvements.

Description of Base Service Levels

Service Hours and Holiday Closures

Individual building service hours are defined in the FMD list of properties and services. Generally, FMD skilled trades staff are conducting work 7:00am – 3:30pm Monday – Friday. FMD custodial staff often operate after standard office hours. FMD has staff available to support the 24/7 operations of the County and a process to call in staff resources in case of emergency. FMD supported contractors may

operate outside of standard hours (example: elevator contractors). When operating at non-standard hours, FMD strives to coordinate with agencies.

FMD follows the observed King County Holiday closures for: New Year’s Day, Martin Luther King Jr. Day, Presidents’ Day, Memorial Day, Juneteenth, Independence Day, Labor Day, Indigenous Peoples’ Day, Veterans Day, Thanksgiving and Christmas. The specific dates and information about other service impacts can be found on the King County website. On these days FMD does not provide regular Custodial or in-person Security services. The building systems, such as lights and air, may be adjusted in alignment with our sustainability practices. Tenants with one-off operational needs on these days should submit a request in alignment with the service request process. Tenants with regular operational needs on observed holidays, should coordinate a change in service request with CCT.

BOS

[waiting for chart of services]

Custodial

Operating Hours – HVAC Lights/Air

Building Temperatures

Security

Category	Standard Level of Service
All King County FMD managed facilities	Receives remote (camera and alarm) and rover support 24/7.
Downtown campus (FMD owned and operated)	Receives in-person security support during business/ operating hours.
Correctional/ multifunctional courthouse facilities (minus KCCF) *with after hour traffic	Receives weapons screening support outside of business hours.
**Additional security may be requested for special events, projects, or other requests at burden rates provided by FMD Finance. These additional requests can be short or long term, but approval will also depend on staffing availability and impact with priority going to the security SLC.	

Service Requests

FMD intakes customer service requests through the FMD Customer Care Team (CCT). Emergency or urgent requests should always be called in to ensure appropriate escalation. The CCT phone number is: 206-477-9400 and is monitored 8:00am – 4:30pm on King County business days. After hours and on weekends, the number will redirect customer to the Emergency Dispatch Center (EDC). There should always be an FMD staff member available via phone.

Service requests that are not emergencies or urgent in nature will be addressed as operational priorities allow. These requests are typically categorized as one of the following:

Service Request/Work Order – Process which allows a customer to identify a need and to request work to be completed. Customers who frequently enter Service Requests, can reach out to CCT to be added to our work order system as a direct Service Requestor. General service requests can be submitted via phone, email, or form as outlined on the FMD website.

Space Requests – Requests to increase or reduce space, change space design, or improve space efficiency (may turn into a work authorization or capital request). Space Request forms are available on the FMD website.

After-Hours Service (Lights & Air) – Requests to utilize space outside of typical business hours which requires FMD approval and billable coding provided by the requestor. Lights & Air forms are available on the FMD website.

Special Event Service – Requests to utilize space for a special event, which may or may not be outside of typical business hours, requires FMD approval and billable coding provided by the requestor. Special events may require additional custodial and security services, access needs, and room setups.

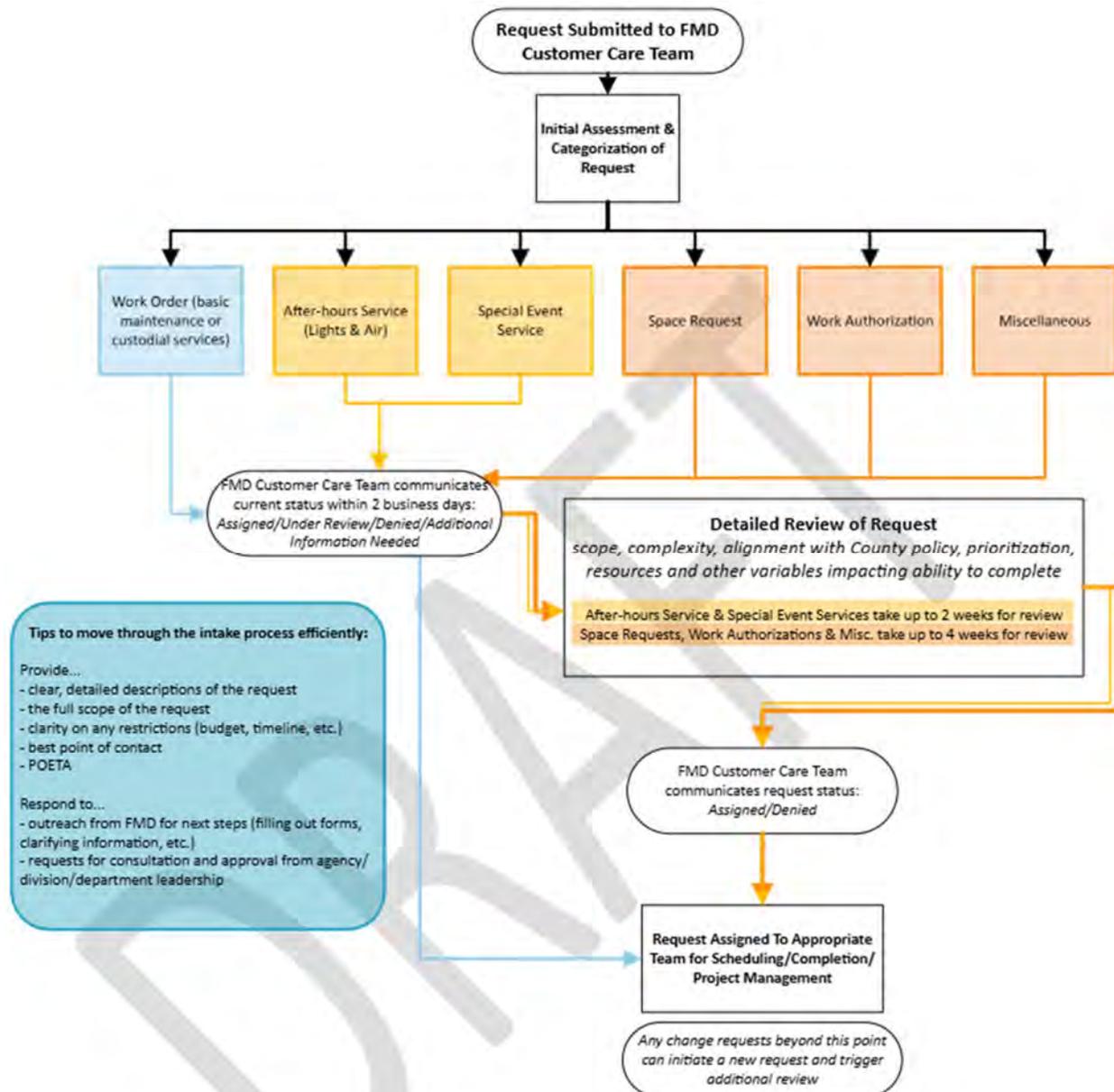
Work Authorization – A service agreement between FMD and a requesting King County agency. This would include an agreed upon cost estimate provided by FMD and billable coding provided by the requesting agency. Work Authorizations are paid by the agency and require the agency to fill out a request form, obtain an estimate, and agree to pay for the services prior to the work starting.

Lifecycle of a Service/Project Request

Request Intake

When a request is submitted to FMD Customer Care Team, it undergoes an initial internal FMD review. Requests that fall into the Corrective Maintenance (CM) or Tenant Improvement (TI) categories of service are typically directly assigned to a trade group for scheduling and completion. FMD will determine whether a request is CM or TI. POETA is required to complete TI requests. All other requests typically involve a more detailed review to ensure relevant information has been gathered and the request can be assigned to the appropriate team for scheduling and completion.

FMD Request Intake Process



Request Prioritization & Scheduling

FMD has an internal prioritization and scheduling process. Customers are encouraged to communicate timeline and priority needs in their request scope; however, FMD will set the schedule and priority for request completion. When determining priority, FMD considers many factors including life safety, building safety, building codes, RAMP policies, King County code, resource allocation, staff time, staff availability, operations in 24/7 buildings, general operational needs, time constraints, external factors (ex: weather), funding, and senior leadership approval. Space Requests and project requests of a certain scope may require additional approvals before being assigned.

When scheduling Work Authorizations, FMD must comply with internal financial policies and deadlines. This can impact service requests that require Work Authorization at the end of the fiscal year. For reasonable consideration and completion, keep the following yearend deadlines in mind:

- **September 1:** Project requests submitted to FMD for completion in current year
- **October 15:** Work Authorization approval confirmation received by FMD

This allows time for projects to be reviewed, scope and funding confirmed, scheduled, and materials procured within fiscal deadline requirements.

Additional FMD Services for all King County Agencies

Parking Garage Management

King County Parking Facilities

The following requirements apply to King County parking facilities including the Goat Hill Parking Garage, Patricia H. Clark Children and Family Justice Center, and King Street Center Parking Garage. FMD also manages restricted parking areas in the Chinook Building and King County Courthouse Garages.

Employee monthly parking

Parking rates and procedures for changes to those rates for reserved and unreserved employee monthly parking are established by the King County Council and are adopted as part of the King County Code. Any applicable taxes and fees for employee monthly parking are added to the base parking rate. Employee monthly parking (either reserved or unreserved) is available in the Goat Hill and King Street Center Parking Garages to all employees on a space available basis. Monthly parking at the Patricia H. Clark Children and Family Justice Center is available to permanently assigned staff of the justice center only. Monthly parking for all FMD managed parking garages is by payroll deduction only. Employees may apply for monthly parking by completing the application provided by the parking garage operator or FMD Parking Operations. Each employee is responsible for the cancellation of their monthly parking 30-days prior to the desired cancellation date.

Parking validation accounts

County agencies may coordinate the purchase of parking validation, or the enrollment of an online validation account from the County's parking garage operator for Goat Hill Garage and King Street Center Parking only. Parking validation shall be used for county business activities only, for example reimbursing volunteers who serve on official county boards and commissions. Agencies must designate validation web-portal access for individuals who are authorized to approve validated parking.

Additional information can be found online at: The [FMD Parking Management](#) website.

ID Access

FMD ID Access provides badge access for all King County Employees. For policies and processes related to building access and ID cards, please visit the ID Access website.

Printing Services

The FMD Print Shop provides mass and specialty printing services. Per [Executive Order Document ACO 8-16\(AEO\)](#), "All departments, divisions, agencies, and programs within County government are...

directed to submit print and graphic projects to and utilize DES' centralized graphics/printing services.” For more information regarding printing services, visit the [Print Shop](#) website.

Conference Room Management

FMD manages shared conference room space at King Street and Chinook. Conference room spaces can be booked through Outlook. Moving furniture within these spaces must be done by FMD staff. Customers can request room setups through FMD CCT.

KCIT manages installation and maintenance of technology equipment in the centralized conference rooms (for example: interactive white boards, projectors, telephones and conference call speaker phones). For questions or concerns with these items, contact KCIT.

DRAFT

FACILITIES MANAGEMENT DIVISION

Vision

Maintaining Today, Building Tomorrow.

Mission

To provide safe, welcoming, and sustainable facilities for King County.

Overview

The Facilities Management Division (FMD) has over 350 employees and includes the following major sections:

Director's Office: *Responsible for cross-functional programs that impact the work of other FMD sections, including, but not limited to, legislation, communications, emergency management, energy and sustainability, records, training, and continuous improvement.*

Building Operations: *Responsible for providing high quality custodial, maintenance, and operations services, and delivering on small capital projects to efficiently support and maintain FMD managed facilities, including Health Through Housing facilities.*

Capital Project Delivery: *Responsible for delivering large-scale projects at FMD owned and/or managed locations, including Health Through Housing facilities, in alignment with the policy directives of King County government, the facility needs of employees and the public, and for overall service to the community.*

Capital Project Planning: *Responsible for systems and asset management programs, overseeing all FMD maintenance and construction contracts, planning and capital finance processes for all capital projects, regardless of size, and delivering on major capital projects.*

Customer Experience: *Responsible for intake of all FMD customers' workorders, including building maintenance, King County employee badging, and KC printshop orders, and providing positive customer interactions with FMD through the main intake units of Customer Care, ID Access, Parking, and the Print Shop.*

Finance: *Responsible for providing quality budgeting, accounting, providing financial information to division operations, and oversight of FMD business practices, and coordination between units.*

Real Estate Services: Responsible for acquiring property, negotiating leases, property management, and space allocation for most county services. The section maintains a centralized inventory system of all County-owned real property and conducts sales of surplus property. Real Estate Services processes utility permits, easements, rights-of-way construction permits, and utility franchise agreements.

Security: Responsible for providing security planning, installation and maintenance of security systems, physical security support, and secure access to work areas in FMD owned and managed locations.

FMD has internal and external customers. Internal services include security, maintenance, and tenant improvements in FMD managed (owned or leased) locations, agency moves, and the purchase or lease of properties to meet agency specific needs.

External services include parking around or near FMD buildings for the public as well as employees, security for visitors to FMD managed (owned or leased) locations, life and safety systems management for county-owned facilities, including Health Through Housing locations, and sales and purchase of property.

FMD services are distributed throughout the County.

The division's Senior Leadership Team establish long-term goals, creates a unified culture, and values, and provides programmatic direction and cross-functional coordination.

FMD's long-term strategy derives from the FMD Strategic Plan Goals and Goal Statements:

Climate, Equity, and Social Justice – Climate, Equity, and Social Justice and King County Values are exemplified in FMD's people, practices, policies, and decision making.

Customer Experience - FMD focuses on the customer and anticipates their needs.

Operational Excellence - FMD embodies Best Run Government by continuously focusing on innovation and operating efficiently and effectively.

Financial Stewardship - FMD advances a healthy, resilient, and sustainable future through stewardship of our financial resources.

Employee Development - FMD employees are trusted, respected, engaged, and empowered to perform well and grow their professional skills. FMD works to create an environment of trust across the organization.

FMD's strategic direction is also driven by the Department of Executive Services (DES) 10-Year Strategic Plan, especially the goals and objectives of equity, customer service, operational excellence, resources stewardship, and employee engagement and well-being. The FMD Clarity Map, combined with the DES 10-Year Strategic Plan and the Executive's Priorities, allows FMD to create alignment up and down the organizational hierarchy for making decisions and achieving results.

Challenges, Opportunities and Strategic Issues

- *Succession planning resulting from higher turnover rate and retirements within the context of a tight labor market and changing work environments*
- *Working in partnership with DCHS, continuing the process of “standing up” the Health Through Housing and Crisis Care centers*
- *Working in partnership with DAJD and Jail Health (DPH) to implement the settlement agreement with the Department of Justice and improve the accessibility of adult detention facilities*
- *Expansion of All People Restrooms to provide more equitable access to needed facilities for all County employees and the public*
- *Reorganization of the sections responsible for capital projects, including the creation of a new Capital Project Planning section to focus on planning, forecasting, and transparency in the process of delivering on capital projects*
- *Building out the continuous improvement program within FMD, helping all sections create standard work, with a focus on operating and capital project forecasting and reporting*
- *Advancing the Strategic Climate Action Plan (SCAP) by investing in Electric Vehicle (EV) infrastructure in County owned and managed parking areas*
- *Follow through on commitments to FMD employees to emphasize a respectful and responsive workplace where employees can thrive*
- *Implementing the evolving Future of Work and Return to Office Plans*
- *Civic campus safety planning, in collaboration with partner agencies and tenants*

2026-2027 Priorities

FMD Priorities for the 2026-2027 budget biennium are:

- *Demonstrate ESJ and True North Values in FMD’s policies, practices, and decision-making – with an emphasis on employee development and facility accessibility*
- *Improve FMD’s Reputation, Morale, and Service Delivery, specifically by expanding, formalizing, and resourcing FMD’s continuous improvement program*
- *Meet FMD’s SCAP goals*
- *Support KC’s Return to Office and space planning needs*

Equity & Social Justice

FMD is committed to advancing equity and social justice for FMD staff, all County staff, and within King County as a whole.

The FMD Change Team and leadership are working to help the organization, as a whole and individual sections, to operationalize and advance equity values and principles. Discussions of equity and social justice issues are a regular topic in leadership and section meetings, and an equity lens is regularly applied to division decisions. In 2024, FMD hired a new PPM III to develop an employee development program. The program manager has been working with a cross-functional team to create a process to allocate current training dollars equitably, with an emphasis on

accessibility, to help FMD staff in career progression, while ensuring all FMD staff have required training.

FMD is dedicated to helping create a more equitable physical environment for all County staff. To further advance equity, FMD will complete the 2nd phase and begin the 3rd of a multi-year and multi-phase capital improvement plan to provide All People Restrooms in FMD buildings so that all County employees and the public who use services in county buildings will have respectful access to restrooms that are safe and gender affirming. FMD will also be partnering with other agencies who have their own facilities (Transit, Roads, DNRP) to make sure that these facilities are available to all County employees.

To create a more accessible physical environment for all county employees and the public who use our buildings, FMD is hiring a PPM IV in 2025 to be an ADA Coordinator for FMD managed buildings. This position will oversee the planning for the physical changes required by the DOJ settlement at the County's adult correctional facilities, review all new projects to ensure ADA and other accessible building code compliance, and create a transition plan to increase accessibility at all FMD managed sites.

In the interest of advancing equity and social justice throughout King County, FMD will be continuing our partnership with DCHS on the Health Through Housing and Crisis Care Centers initiatives. Health Through Housing provides long-term supportive housing to those within our community who are currently unhoused. The Crisis Care Centers initiative provides facilities that are a viable alternative to jails or emergency rooms for people who are undergoing a mental health or addiction related crisis. The voter-approved levy envisions five crisis care centers throughout King County. FMD will continue the work of acquiring and "standing up" the facilities for these initiatives and FMD will remain responsible for life and safety systems at these locations.

Climate and Sustainability

FMD strives to operate, maintain, renovate, and build county facilities sustainably and responsibly to maximize reductions in greenhouse gas emissions, optimize efficiency and conservation, and eliminate unnecessary waste. With any county facility, there are several applicable plans, policies, and codes that dictate climate, sustainability, and environmental actions and requirements, including, but not limited to: [King County Strategic Climate Action Plan](#), [Green Building Ordinance and Code](#), [Re+ Strategic Plan](#), [RCW 70A.205](#), [RCW 29.26](#), etc.

To advance and comply with these actions and requirements in the 2026-27 budget biennium, FMD Climate + Sustainability program will continue to plan for and execute projects to:

- *Upgrade expand Electric Vehicle Charging Infrastructure (EVCI), including deployment of chargers, at Goat Hill Garage, King Street Center, Black River, and Orcas to support county fleet vehicles as they electrify.*
- *In collaboration with external partners, analyze feasibility, and develop preliminary plans/designs for establishing Energy Districts in support of decarbonizing county facilities and meeting efficiency and emissions targets.*
- *Conduct energy audits to establish facility decarbonization and resource efficiency road maps and to comply with local and state performance standards.*

- *Streamline waste collection to maximize recycling, composting, and waste diversion from landfills at county facilities to support the county's zero waste goals and comply with local and state requirements*
- *Support and maximize the reuse and reallocation of lightly used resources (e.g., desks, chairs, cubicles) within the county in support circular economy efforts and to minimize landfill waste.*

Future of Work and Return to Office

The pandemic changed the way we all work with many agencies planning on continuing to keep their staff on work-from-home or hybrid assignments. In late 2024, the Executive announced a Return to Office initiative with the goal of having most county employees back in the office at least three days a week, requiring changes to many agencies' space plans. This has impacted FMD in a unique way, as the buildings are not just where we work but they *are* our work.

An update of the Real Asset Management Plan (RAMP) is due to Council late in 2025 and will reflect key changes to FMD's real estate portfolio and policies as we work with our client agencies to re-think the way we use space. The RAMP will also respond to the county Auditor's request to collect and use building utilization data in future space planning decisions. (RAMP policy factors also include ESJ and SCAP goals.)

As part of the Return to Office initiative, FMD will work with agency partners to review their spaces plans and help them maximize use of their current space. In addition, FMD will review its portfolio to expand the Communal Space project, providing additional conference rooms and hoteling desks. This effort will allow agencies to better meet the county-wide Return to Office goals without agencies necessarily having to increase their individual footprints.

FMD will continue to be a partner in the development of the new Civic Campus Master Plan, as the county reimagines what it means to have a presence in downtown Seattle, and how that space (and how FMD manages it) can best reflect the County's values and goals.

Key Investments for 2026-2027

Key Investments for the 2026-2027 budget biennium for the FMD Internal Service Fund are:

- *Security Electronics Equipment – increase budget to address increased need and rising costs*
- *Asset Management program – increase division's capacity to track and perform routine maintenance, thereby reducing emergency calls*
- *DAS Maintenance – to support distributed antenna system maintenance and annual testing*
- *Contract Specialist – to support contract management related, thereby ensuring favorable terms, contractor compliance, effectively managed contract lifecycles*
- *Health Through Housing – increase staff to support facilities maintenance of three additional operator-led properties to the DCHS program*
- *Continuous Improvement – investment to the FMD Director's Office to further develop the division's continuous improvement program, including administrative support, backfilling resources, and consultant services*

Key Investments for the 2026-2027 budget biennium for the FMD Capital Program are:

- *Electric Vehicle Charging Stations – funding for infrastructure planning and project completion*
- *Health Through Housing – funding for capital needs across HTH portfolio*
- *Department of Public Defense Office Space at Dexter Horton building– funding for tenant improvements for critical and growing county services*
- *Cyber Security Upgrade – funding for new panels and card readers across 46 KC facilities*
- *Distributed Antenna System – funding for procurement and installation of critical safety system*
- *ADA Related Projects at MRJC and KCCF – funding to address ADA non-compliance deficiencies*
- *24/7 Facility Upgrades – funding for facility improvements based on Facilities Condition Assessment at the jails, courthouse, and Regional Communication and Emergency Coordination Center (RCECC) – improve service delivery and fire, life, safety systems*
- *King County Clean Building Performance Standards – energy efficiency measures for compliance*
- *Elevator upgrades at priority sites – design, upgrade, and/or replacement, as identified in Countywide Elevator Equipment Assessment*
- *Heat Pump Replacement – planning, design, implementation at KC’s newest downtown facility*
- *Phase 3 of All People Restroom project – broader access to accessible, “fully converted,” gender-affirming All People Restrooms in multiple county-owned buildings*

Risks to the budget:

- *Pressure to reduce central rates as stress increases on the General Fund*
- *Underfunding of the major maintenance reserve fund for building upkeep resulting in deferred maintenance of County buildings, including the newest acquisitions*
- *Previously deferred maintenance of County buildings resulting in emergency maintenance needs*

Annual Implementation Plans

FMD Annual Implementation Plans can be found at this link [2025 DES Implementation Plan](#).

Property Name	Address	City	SF	Tenants	Building Category
Youth Service Center	1211 East Alder	Seattle	255119	DAJD, KCDC, DCHS, DJA, PAO, KCSC	Courts & Law Enforcement
KCSO South County Precinct 4 & District Court	14905 6th Ave SW	Burien	11890	KCSO, DC	Courts & Law Enforcement
Lake Youngs Emergency Service	16645 SE Old Petrovitsky Rd	Renton	0	KCSO	Courts & Law Enforcement
Shoreline District Court	18050 Meridian Ave N	Shoreline	11895	DC	Courts & Law Enforcement
KCSO North County Precinct #2	18118 73rd Ave NE	Kenmore	9189	KCSO	Courts & Law Enforcement
KCSO East County Precinct #3	22300 SE 231st St	Maple Valley	14542	KCSO	Courts & Law Enforcement
Ravensdale Gun Range	26520 292 Ave SE	Ravensdale	3840	KCSO	Courts & Law Enforcement
Clark Children & Family Justice Center	300 12th Ave	Seattle	239200	DAJD, PAO, DPD, DJA, KCSC, DC, KCSO, WA State OPD	Courts & Law Enforcement
Regional Communications and Emergency Coordination Center	3511 NE 2nd S	Renton	34870	KCSO	Courts & Law Enforcement
Maleng Regional Justice Center	401 4th Ave N	Kent	356500	DAJD, PAO, DPD, DJA, KCSC, DC, KCSO, WA State OPD	Courts & Law Enforcement
King County Correctional Facility	500 5th Ave	Seattle	385274	DAJD	Courts & Law Enforcement
King County Courthouse	516 3rd Ave	Seattle	385274	DAJD, PAO, KCSO, KCSC, DC, DJA, Council	Courts & Law Enforcement
Issaquah District Court	5415 220th Ave SE	Issaquah	16666	DCHS, KCIT, DES, DAJD, Regional Homeless Authority	Courts & Law Enforcement
Redmond District Court	8601 160th Ave NE	Redmond	11996	DC	Courts & Law Enforcement
North Lake Marina	1301 N Northlake Way	Seattle	5720	Non-County Tenants	Financial Investment Properties
Harbor Bond	Ohio Ave S	Seattle	192611	Non-County Tenants	Financial Investment Properties
Boren Garage	1017 Terrace St	Seattle	113770	UW Medicine	Harborview Medical Campus

Property Name	Address	City	SF	Tenants	Building Category
Pioneer Square Clinic	206 3rd Ave S	Seattle	11520	UW Medicine	Harborview Medical Campus
Firehouse	301 Terry Ave	Seattle	7930	UW Medicine	Harborview Medical Campus
Research & Training Building	310 9th Ave	Seattle	176855	UW Medicine	Harborview Medical Campus
Harborview Alley	319 Terry Ave	Seattle	0	Future Co-location for Bond Program	Harborview Medical Campus
Harborview Main Hospital	325 9th Ave, 329 9th Ave, 326 8th Ave	Seattle	992925	UW Medicine, DPH	Harborview Medical Campus
Pat Steel Building	401 Broadway	Seattle	156800	UW Medicine	Harborview Medical Campus
Maleng Building	410 9th Ave	Seattle	244380	UW Medicine	Harborview Medical Campus
Public Safety Building	505 9th Ave	Seattle	5758	UW Medicine	Harborview Medical Campus
Harborview Childcare Center	600 8th Ave, 601 9th Ave, 609 9th Ave	Seattle	5700	UW Medicine, Non-County Tenants	Harborview Medical Campus
View Park Garage	778 Alder St	Seattle	232235	UW Medicine	Harborview Medical Campus
Harborview Hall	300 9th Ave, 320 9th Ave, 326 9th Ave	Seattle	95915	DCHS	Harborview Medical Campus
Ninth & Jefferson Building	908 Jefferson St	Seattle	9000	DPH, KCSC, UW Medicine	Harborview Medical Campus
9th & Alder	9th and Alder	Seattle	0	Vacant Land	Harborview Medical Campus
Sharyn Grayson House	1010 E Republican St	Seattle	10929	DCHS	Health Through Housing
La Quinta	10530 Northrup Way	Kirkland	59148	DCHS	Health Through Housing
Sidney Wilson House	1150 Oakesdale Ave SW	Renton	67842	DCHS	Health Through Housing
The Gateway	13330 Stone Ave N	Seattle	53203	DCHS	Health Through Housing
The Booker House	1400 S 320th St	Federal Way	43620	DCHS	Health Through Housing
Mary Pilgrim Inn	14115 Aurora Ave N	Seattle	51390	DCHS	Health Through Housing
Haven Heights	2122 152nd Ave Ne	Redmond	29510	DCHS	Health Through Housing
Salmonberry Lofts	224 S Washington St	Seattle	32062	DCHS	Health Through Housing
Argyle	411 Jefferson St	Seattle	6552	DCHS	Health Through Housing
The Bob G Inn	505 1st Ave N	Seattle	14574	DCHS	Health Through Housing
Don's Place	9 16th St NW	Auburn	36269	DCHS	Health Through Housing
Renton Red Lion Hotel	1 S Grady Way	Renton	61200	DCHS	Health Through Housing - surplus process underway

Property Name	Address	City	SF	Tenants	Building Category
Central Motel	1233 Central Ave N	Kent	21672	DCHS	Health Through Housing - surplus process underway
Kent Valley Professional Plaza	124 4th Ave S	Kent	22969	DPD, Non-County Tenants	Office Buildings
King Street Center	201 S Jackson St	Seattle	321474	DES, DLS, DNRP, DHR, DPH, KCIT, FBOD, RALS, OEFA, ORMS, Transit, Assessor, WA State Auditor, Retail	Office Buildings
Yesler Bldg	400 Yesler Way	Seattle	90040	DCHS, KCIT, DES, DAJD, Regional Homeless Authority	Office Buildings
Chinook Bldg	401 5th Ave	Seattle	303939	FMD, DES, DPH, EXEC, DCHS, PSB, OLR, Retail, FBOD, KCIT	Office Buildings
Barclay Dean Bldg	4623 7th Ave S	Seattle	19207	KCSO	Office Buildings
Administration Bldg	500 4th Ave	Seattle	157329	Vacant	Office Buildings
Dexter Horton Bldg	710 2nd Ave	Seattle	336355	?, Non-County Tenants	Office Buildings
Black River Bldg	900 Oakesdale Ave SW	Renton	66852	KCSO, Assessor	Office Buildings
Elections/Earlinton Bldg	919 SW Grady Way	Renton	94790	Elections	Office Buildings
Archives Bldg	1215 E Fir St	Seattle	17000	RALS	Other Properties
Comet Lodge Cemetery	2000 S Graham St	Seattle	0	None	Other Properties
Regional Animal Services of King County	21615 64th Ave S	Kent	9877	DES	Other Properties
Goat Hill Garage	415 6th Ave	Seattle	241811	DES	Other Properties
Regional Animal Services of King County - S 194th St	5920 S 194th St	Kent	47321	DES	Other Properties
Orcas Bldg	707 S Orcas St	Seattle	27680	DES	Other Properties

Property Name	Address	City	SF	Tenants	Building Category
North Dist. Public Health Ctr	10521 Meridian Ave N	Seattle	35989	DPH	Public Health & Human Services
Eastgate Health Center	14350 SE Eastgate Way	Bellevue	24234	DPH	Public Health & Human Services
Shoreline Behavioral Health Center	1514 NE 146th St	Shoreline	1410	DCHS	Public Health & Human Services
Sobering Center Sodo	1950 1st Ave S	Seattle	26644	DCHS	Public Health & Human Services
Cascade Hall Residential Facility	204 NE 94th St	Seattle	16640	DCHS	Public Health & Human Services
Downtown Public Health	2124 4th Ave	Seattle	24000	DPH	Public Health & Human Services
Federal Way Public Health	33431 13th Pl S	Federal Way	20145	DPH	Public Health & Human Services
4th & Jefferson Bldg	420 4th Ave	Seattle	10556	DCHS	Public Health & Human Services

Acquisitions

Building Name	Address	City	King County Program/Use	Year Acquired
RASKC Shelter	5920 S 194th St	Kent	Animal Shelter	2025
Dexter Horton	710 Second Avenue	Seattle	Civic Campus	2024
Sobering Center Sodo	1950 1st Ave S	Seattle	DCHS	2025
Shoreline Behavioral Health Center	1514 NE 146th St	Shoreline	DCHS	2024
Cascade Hall Residential Facility	204 NE 94th St	Seattle	DCHS	2022
Renton (former) Red Lion Hotel	1 S Grady Way	Seattle	Former Isolation and Quarantine Shelter – Surplus process underway	2024
Central Motel	1233 Central Ave N	Kent	Former Isolation and Quarantine Shelter – Surplus process underway	2020
Kent Valley Professional Center	124 4th Ave S	Kent	General Portfolio/Retail Space	2019
9th & Alder	755 Alder St	Seattle	Haborview Bond Project	2024
Sharyn Grayson House	1010 E Republican St	Seattle	HTH	2023
La Quinta	10530 Northup Way	Kirkland	HTH	2022
Argyle Building	411 Jefferson St	Seattle	HTH	2021
Bob G Inn	505 1st Ave North	Seattle	HTH	2021
Don's Place	9 16th ST NW	Auburn	HTH	2021
Haven Heights	2122 152nd AVE NE	Redmond	HTH	2021
Mary Pilgrim Inn	14115 Aurora Ave N	Seattle	HTH	2021
Salmonberry Lofts	224 S Washington St	Seattle	HTH	2021
Sidney Wilson House	1150 Oakesdale Ave SW	Renton	HTH	2021
The Booker House	1400 S 320th St	Federal Way	HTH	2021
The Gateway	13300 Stone Ave N	Seattle	HTH	2021
Federal Way Extended Stay	1688 S 348TH ST	Federal Way	HTH	2021
Downtown Public Health	2124 4th Ave	Seattle	Public Health Facility	2020

Dispositions

Building Name	Address	City	King County Program/Use	Year Relinquished
White Center Public Health - Mary's Place	10821 8TH AVE SW	Seattle	Public Health	2024

Building Changes from 2019 to 2025

2019 Building Name	2025 Building Name	Change
Burien District Court	KCSO South County Precinct 4 & District Court	Official address for both tenants is now the same
KCSO South County Precinct #4		
Ravensdale Gun Range	Ravensdale Gun Range	Type changed from "Other Building" to "Courts & Law Enforcement"
North Seattle - Vacant land	North Dist. Public Health Ctr	Public Health building built on the site
Kenmore Building - Mary's Place	KCSO North County Precinct #2	Type changed from "Public Health & Human Services" to "Courts & Law Enforcement"
Unlisted	Lake Youngs Emergency Service	Not listed in 2019 due to there not being a building on the site
Unlisted	North Lake Marina	Not listed in 2019 due to being investment properties
	Harbor Bond	
Harborview Campus	Boren Garage	Properties were listed inclusively as Harborview Campus
	Pioneer Square Clinic	
	Firehouse	
	Research & Training Building	
	Harborview Alley	
	Harborview Main Hospital	
	Pat Steel Building	
	Maleng Building	
	Public Safety Building	
	Harborview Childcare Center	
	View Park Garage	
Ninth & Jefferson Building		

King County Real Property Assets

Facilities Management owned & leased

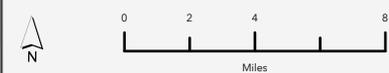
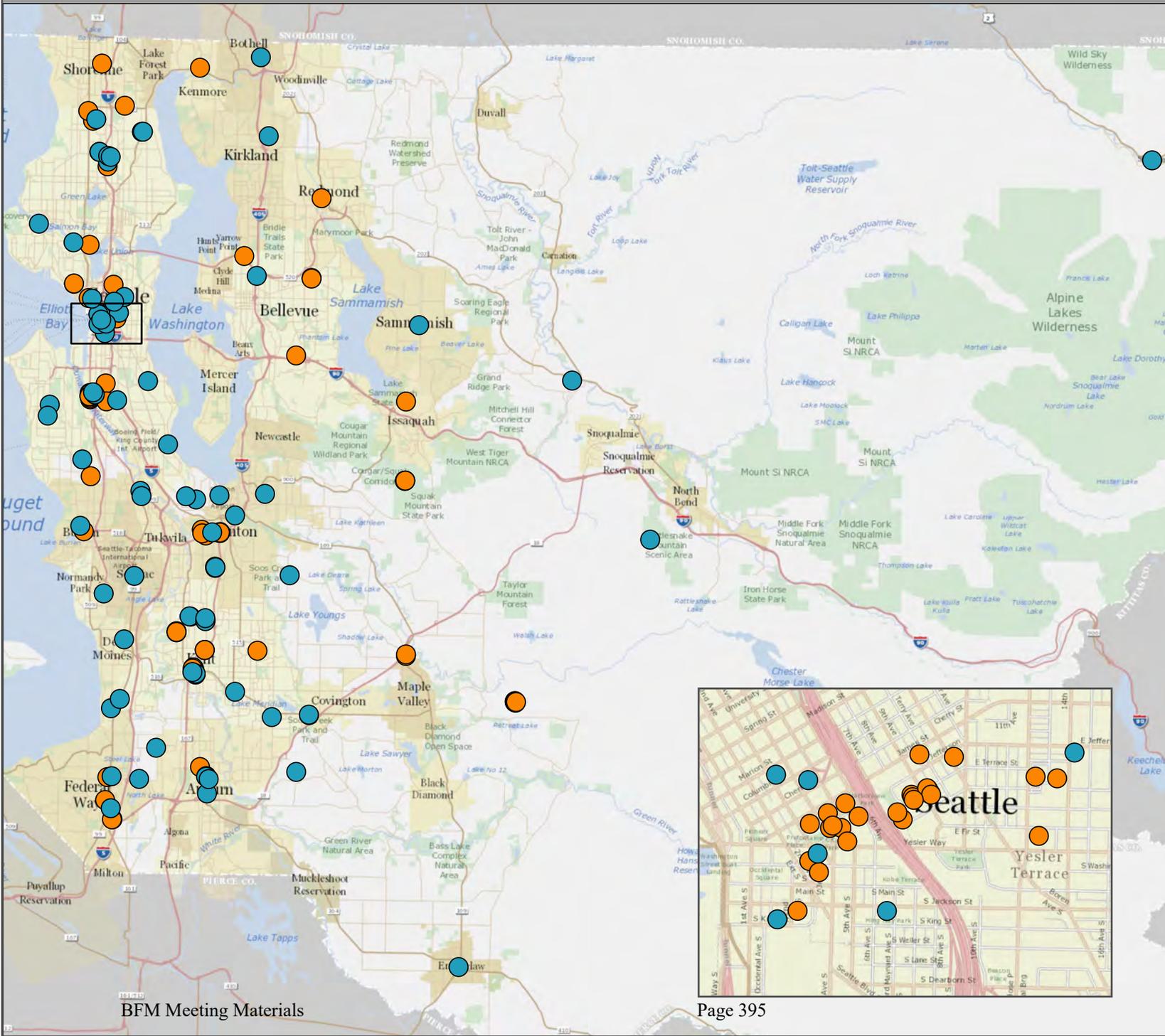
Appendix G
King County Real Property Asset Map



King County
Facilities Management Division

Legend

-  Leased Buildings
-  Owned Buildings



The information included on this map has been compiled by King County staff from a variety of sources and is subject to change without notice. King County makes no representations or warranties, express or implied, as to accuracy, completeness, timeliness, or rights to the use of such information. This document is not intended for use as a survey product. King County shall not be liable for any general, special, indirect, incidental, or consequential damages including, but not limited to, lost revenues or lost profits resulting from the use or misuse of the information contained on this map. Any sale of this map or information on this map is prohibited except by written permission of King County.

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February 25, 2026

Property Name	Address	City	SF	Lease End Date	Tenants	Building Category	Notes
Auburn District Court	340 East Main St	Auburn	12,400	MTM	KCDC	Courts & Law Enforcement	
District Court Vashon	10011 SW Bank Road	Vashon	2,600	2/19/2029	KCDC, KCSO	Courts & Law Enforcement	
KCSO Storefront Vashon	10011 SW Bank Road	Vashon	940	2/19/2029	KCSO	Courts & Law Enforcement	
114 Railroad Ave W	114 Railroad Ave W	Skykomish	100	3/31/2029	KCSO	Courts & Law Enforcement	
KSCO Storefront Skyway	12629 Renton Ave S	King County	1,216	7/31/2026	KCSO	Courts & Law Enforcement	
KCSO Fairwood Storefront	14201 Petrovitsky Rd	Renton	1,000	12/31/2026	KCSO	Courts & Law Enforcement	
KSCO Storefront Fairwood	17620 140th Ave SE	Renton	1,000	12/31/2026	KCSO	Courts & Law Enforcement	
SeaTac Office Center	17930 Pacific Hwy S North Tower	SeaTac	8,294	6/29/2027	KCSO	Courts & Law Enforcement	
KCSO Marine Patrol	22307 Dock Ave S	Des Moines	800	M-M	KCSO	Courts & Law Enforcement	
KCSO Marine Patrol	4100 Carillon Point	Kirkland	# slips	M-M	KCSO	Courts & Law Enforcement	
KCFPD #27 KCSO 4301	4301 334th PL SE	Fall City	125	MTM	KCSO	Courts & Law Enforcement	
Lake Dolloff	4966 S 298th St	Auburn	144	1/31/2030	KCSO	Courts & Law Enforcement	
KCSO Hangar	750 W Perimeter Rd	Renton	10,505	5/31/2035	KCSO	Courts & Law Enforcement	
KSCO Precinct 2	801 228th Ave SE	Sammamish	5,200	2/16/2027	KCSO	Courts & Law Enforcement	
Snoqualmie Pass Fire & Rescue	1211 State Route 906	Kittitas County	250	M-M	KCSO Joint Operation	Courts & Law Enforcement	
451 Earlington Plaza	451 SW 10th	Renton	3,474	11/6/2026	SUPCT	Courts & Law Enforcement	

Property Name	Address	City	SF	Lease End Date	Tenants	Building Category	Notes
Central Motel (Land lease)	1233 Central Ave N	Kent	36,698	5/11/2049	FMD	Hotel	For disposition.
Work Source - Tukwila	645 Andover Park W	Tukwila	20,926	8/31/2029	DCHS	Office	
Vets - Parkwest Commons	625 Andover Park W	Tukwila	9,085	8/31/2029	DCHS	Office	
Vashon DLS	17141 Vashon Hwy SW	Vashon	100	12/31/2025	DLS	Office	
Skyway Resource Center	12610 76th Ave South	Seattle	455	12/31/2028	DLS, DPH	Office	
JEFFERSON BLDG	1401 E Jefferson St	Seattle	21,039	5/31/2035	DPD	Office	
Ninth & Jefferson Building	908 Jefferson St	Seattle	963	3/31/2027	DPD	Office	
Meeker Law Building	420 W Harrison St	Kent	24,370	6/30/2029	DPD ACA	Office	
SeaTac Village Shopping Center	1700 S 320th St	Federal Way	1,813	10/31/2027	DPH	Office	
Environmental Health North Cr.	19119 North Creek Parkway	Bothell	2,487	9/30/2028	DPH	Office	
Ninth & Jefferson Building	908 Jefferson St	Seattle	44,000	12/31/2036	FMD Harborview	Office	
Columbia Center	701 5th Ave	Seattle	34,548	8/21/2033	PAO	Office	
PAO Family Support	724 W Smith St.	Kent	6,090	8/31/2026	PAO	Office	
Cedar Hills Trailer	16646 228th Ave SE	Maple Valley	21,500	3/31/2030	SWD	Office	
Pennon Bldg.	5303 1st Ave S	Seattle	14,976	2/29/2028	KCSO, Transit	Office Buildings	
KCSO Office, Parking, Storage	4100 Carillon Point	Kirkland	1,321	M-M	KCSO	Office, Parking, Warehouse	
Graybar Building	416 Occidental Ave S	Seattle	22,000	6/30/2029	FMD, FBOD, KCIT, Transit	Office, Warehouse	
Interbay Office Warehouse WTD	2501 W Commodore Way	Seattle	68,972	5/31/2043	WTD	Office, Warehouse	

Property Name	Address	City	SF	Lease End Date	Tenants	Building Category	Notes
Data Center – Westin Building.	2001 6th Ave	Seattle	900	8/31/2026	KCIT	Other Properties	
Data Center –Telecom Hub	3311 S 120th Pl	Tukwila	300	1/31/2027	KCIT	Other Properties	
Data Center – Sabey 1	3355 S 120th Pl	Tukwila	3,344	1/31/2027	KCIT	Other Properties	
WLRD Lab	15 Nickerson St	Seattle	538	6/30/2029	WLRD	Other Properties	
South Park Warehouse	7272 W Marginal Way S	Seattle	37,493	6/30/2028	DPH	Parking	
Airport Way Parking Lot	831 Airport Way S	Seattle	25,404	5/31/2027	FMD	Parking	
Queen City Farms	16645 228th Ave SE	Maple Valley	239,580	9/30/2028	SWD	Parking	
Far West Steel	201 Southwest 34th St	Renton	243,936	3/31/2026	SWD	Parking	
Maple Valley Parking	Parcel 2923069082	Maple Valley	174,240	3/31/2030	SWD	Parking	
Norfolk St	3301 South Norfolk Street	Seattle	373,744	9/30/2032	Transit	Parking	
Northgate Executive Center	9725 3rd Ave NE	Seattle	8,592	6/30/2031	DCHS	Public Health & Human Services	
Public Health Center Meridian	10521 Meridian Ave N	Seattle	44,667	11/30/2027	DPH	Public Health & Human Services	
Public Health Dental Clinic	12355 Lake City Way NE	Seattle	3,370	3/31/2026	DPH	Public Health & Human Services	
Public Health Ctr. Totem Lake	13030 121 st Way NE	Kirkland	5,804	9/30/2027	DPH	Public Health & Human Services	
Public Health Center Birch Creek	13111 SE 274th St	Kent	1,760	4/30/2009	DPH	Public Health & Human Services	MTM lease. New lease pending council approval.
WIC Clinic Enumclaw	1335 Cole St	Enumclaw	750	12/31/2025	DPH	Public Health & Human Services	
High School Clinic Ingraham	1819 N 135th St	Seattle	200	6/30/2029	DPH	Public Health & Human Services	
Public Health Center Kent	25742 104th Ave SE	Kent	12,499	5/31/2026	DPH	Public Health & Human Services	

Property Name	Address	City	SF	Lease End Date	Tenants	Building Category	Notes
Renton Technical College	3000 NE 4th St	Renton	8,939	7/31/2029	DPH	Public Health & Human Services	
Public Health Center Renton	3201 NE 7th St	Renton	8,939	7/31/2029	DPH	Public Health & Human Services	
Public Health Columbia City	4400 37th Ave S	Seattle	9,148	12/31/2025	DPH	Public Health & Human Services	Holdover. New lease with council.
High School Clinic Cleveland	5511 15th Ave S	Seattle	200	6/30/2029	DPH	Public Health & Human Services	
High School Clinic Rainier Beach	8815 Seward Park Ave S	Seattle	416	6/30/2029	DPH	Public Health & Human Services	
Public Health Center Auburn	901 Auburn Way N	Auburn	8,500	10/31/2029	DPH	Public Health & Human Services	
Public Health Ctr. White Ctr.	9934 8th Ave SW	King County	6,022	10/31/2026	DPH	Public Health & Human Services	
Vashon Island Fire and Rescue-EMS Vashon	10020 SW Bank Rd	Vashon	3,452	10/31/2029	DPH EMS	Public Health & Human Services	
Valley Regional Fire Authority-EMS Auburn	1101 D St NE	Auburn	480	12/31/2026	DPH EMS	Public Health & Human Services	
Puget Sound Fire Station #75-EMS Kent E Hill	15635 SE 272nd St	Kent	1,367	12/31/2025	DPH EMS	Public Health & Human Services	
Puget Sound Fire Station #76-EMS Kent Valley	20676 72nd Ave S	Kent	1,280	12/31/2025	DPH EMS	Public Health & Human Services	
Renton Fire Station #11-EMS Renton	211 Mill Ave S	Renton	1,780	12/31/2025	DPH EMS	Public Health & Human Services	
South King Fire & Rescue Station 67-EMS Des Moines North	2238 S 223rd St	Des Moines	1,100	1/1/2050	DPH EMS	Public Health & Human Services	

Property Name	Address	City	SF	Lease End Date	Tenants	Building Category	Notes
South King Fire & Rescue Station 64-EMS Federal Way	3700 S. 320th St	Federal Way	800	1/1/2050	DPH EMS	Public Health & Human Services	
Mountain View Fire and Rescue Station #94-EMS Enumclaw	39404 244th Ave SE	Enumclaw	1,680	12/31/2015	DPH EMS	Public Health & Human Services	Holdover. New lease with council.
King County Fire District #2-EMS Burien	900 SW 146th St	Burien	740	10/31/2029	DPH EMS	Public Health & Human Services	
PSRFA - Administration	20811 84th Ave S	Kent	25,090	8/31/2029	DPH EMS, KCIT, E911	Public Health & Human Services	
Warehouse	7272 West Marginal Way	Seattle	85,145	6/30/2028	DES, DPH	Warehouse	
PSRFA - Warehouse	8320 208th St	Kent	3,000	10/31/2028	DPH/EMS	Warehouse	
Sodo Warehouse Campus	1045 6th Ave S	Seattle	289,076	5/31/2027	FMD, Metro, DPH, KCSO, DCHS	Warehouse	
Warehouse and Radio Shop	855 S 192nd St	SeaTac	20,399	3/31/2025	KCIT	Warehouse, Other Properties	Holdover, pending new lease agreement. Needs council approval.
Rattlesnake Mountain Radio Tower	Rattlesnake Mountain	Snoqualmie	NA	1/1/2050	Wireless	Wireless	

Stop the Bleed stations are essentially first aid kits specifically designed to address severe bleeding. They are typically wall-mounted in public spaces like schools, offices, and retail stores, making them readily accessible to anyone who might encounter a bleeding emergency.

Key components of a Stop the Bleed station:

- **Tourniquets:** These are crucial for stopping life-threatening bleeding from limbs.
- **Gauze:** Used to pack wounds and apply direct pressure.
- **Bleeding Control Instructions:** Clear, concise steps on how to use the station's contents and address bleeding emergencies.
- **Other supplies:** Some kits may include gloves, markers for documenting tourniquet application time, and other items to facilitate bleeding control.
- **Wall-mounted cabinet:** A durable, clear-faced cabinet that allows for easy access and visibility.

Why are Stop the Bleed stations important?

- **Empowers bystanders:** They equip individuals with the knowledge and tools to act as immediate responders in bleeding emergencies.
- **Reduces blood loss:** Prompt action can significantly reduce blood loss, improving the chances of survival for the injured person.
- **Critical in trauma care:** Effective bleeding control is a vital part of trauma care, and Stop the Bleed initiatives play a key role in improving patient outcomes.
- **National awareness campaign:** Stop the Bleed is a national campaign aimed at increasing awareness about bleeding control and empowering individuals to act.

How do they work?

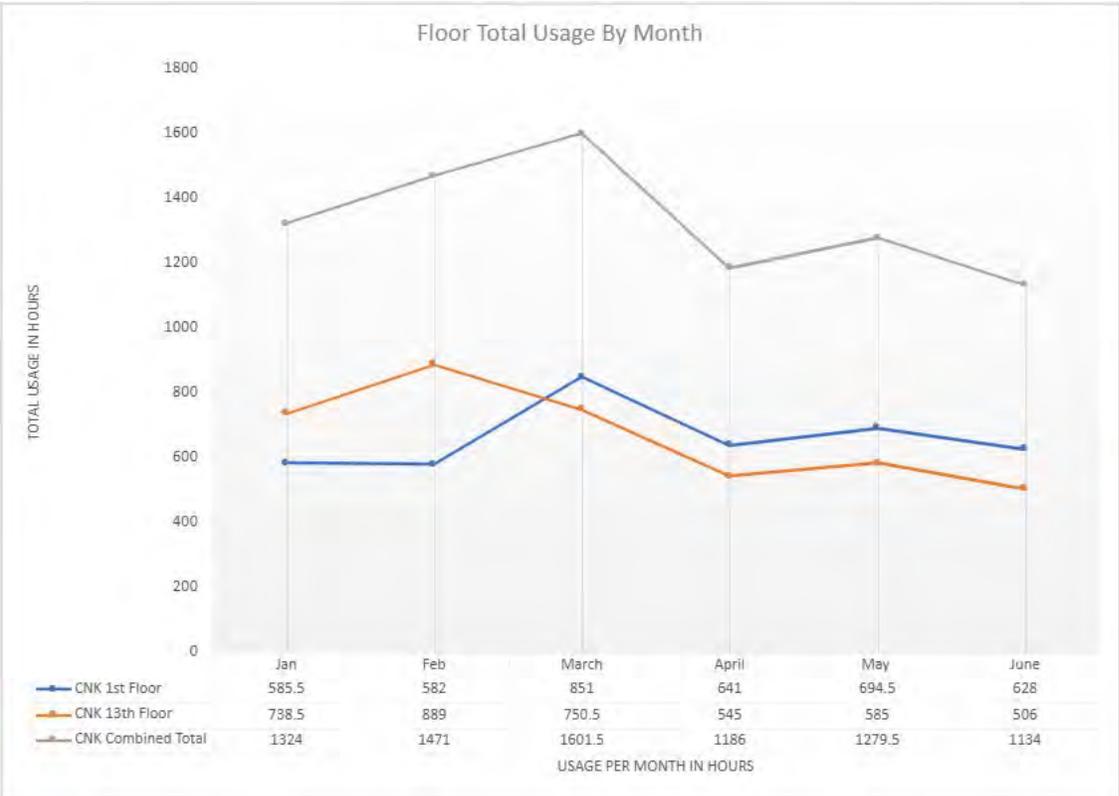
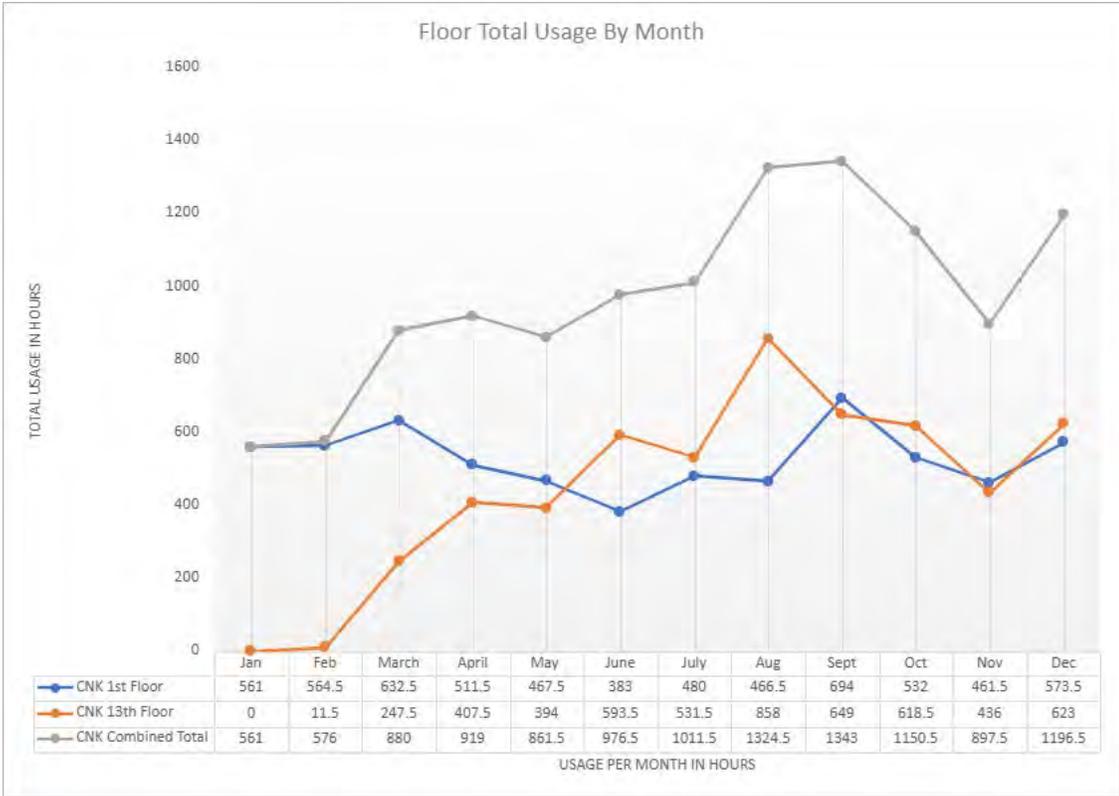
When an individual encounters a bleeding emergency, they can quickly access a Stop the Bleed station, follow the instructions, and utilize the supplies to control the bleeding. This proactive approach can make a critical difference while waiting for professional medical help to arrive.

King County Stop the Bleed Stations

<u>NAME</u>	<u>LOCATION</u>	<u>QTY</u>
RCECC	Near Main Entrance	1
Chinook	Main Lobby (Next to Harbor Stone Bank)	1
KCCH	1st Floor (Next to EDC entrance)	1
MRCJ	FMD Security Office (Temporary Location)	1
CCFJC	Screening Station (Next to main entrance)	1
Public Heath (Downtown)	1st Floor (Security Station)	1
King Street Center	1st Floor Security Station	1

Chinook 1st and 13th floor Conference Center Usage has leveled off

2025 (January – June)





King County

Shannon Braddock
King County Executive

401 Fifth Avenue, Suite 800
Seattle, WA 98104

206-296-9600 Fax 206-296-0194

TTY Relay: 711

www.kingcounty.gov

August 29, 2025

The Honorable Girmay Zahilay
Chair, King County Council
Room 1200
C O U R T H O U S E

Dear Councilmember Zahilay:

I am pleased to transmit the enclosed 2025 King County Real Property Asset Management Plan (RAMP) and a proposed Ordinance that would, if approved, adopt the RAMP. King County Code 4.56.350 requires updates to the King County Real Property Asset Management Plan (RAMP) every fourth year beginning on September 1, 2025.

The RAMP is a planning and policy document for the management of King County real property assets managed by the Facilities Management Division (FMD). The RAMP is a policy framework for County facility development and management. It includes space standards, along with outlining current and future space needs.

The 2025 RAMP updates the 2019 RAMP with policy revisions and updates the inventory of County-owned leased properties. It includes an inventory of County locations. The report also provides a summary of major events and real property asset changes that occurred during 2019-2025 as well as a comparison between 2019 and 2025 policies

If your staff have any questions, contact Drew Zimmerman, Acting Director, Facilities Management Division at 206-263-5935.

The Honorable Girmay Zahilay

August 29, 2025

Page 2

Sincerely,



for

Shannon Braddock
King County Executive

cc: King County Councilmembers
 ATTN: Stephanie Cirkovich, Chief of Staff, King County Council
 Melani Hay, Clerk of the Council
Karan Gill, Deputy Executive, Chief of Staff, Office of the Executive
Stephanie Pure, Council Relations Director, Office of the Executive
The Honorable Judge Ketu Shah, Presiding Judge, Superior Court
The Honorable Judge Rebecca C. Robertson, Chief Presiding Judge, District Court
The Honorable Patricia Cole-Tindall, King County Sheriff
The Honorable Leesa Manion, King County Prosecuting Attorney
The Honorable John Wilson, King County Assessor
The Honorable Julie Wise, Director, Department of Elections
Dwight Dively, Director, Office of Performance, Strategy and Budget (PSB)
Aaron Rubardt, Deputy Director for Budget, PSB
Lorraine Patterson-Harris, County Administrative Officer, Department of Executive
 Services (DES)
Drew Zimmerman, Acting Director, Facilities Management Division (FMD), DES
Kelly Rider, Director, Department of Community and Human Services
James Osborne, Director, Department of Human Resources
Stephen Heard, Interim Chief Information Officer, King County Information
 Technology
Leon Richardson, Director, Department of Local Services
Michelle Allison, Director, Department of Metro Transit
John Taylor, Director, Department of Natural Resources and Parks
Matt Sanders, Interim Director of Public Defense, Department of Public Defense
Faisal Khan, Director, Public Health - Seattle and King County

Change	2025 Updated RAMP	2019 Previous RAMP
	1. Real Property Asset Management Policies (RAMP)	1. Real Property Asset Management Policies
REMOVED		1.1 The RAMP consists of real property asset management policies, practices and strategies, locations of county agencies, planned moves, and references to King County space standards. The RAMP will be developed and implemented in a manner consistent with the county's Comprehensive Plan policies, and shall guide facility planning processes, decisions and implementation.
	1.1 The Facilities Management Division shall consider equity and social justice (ESJ) impacts, as well as financial benefits, when making investments in real estate assets.	1.2 The Facilities Management Division will consider Equity and Social Justice (ESJ) impacts, as well as financial benefits, when making investments in real estate assets.
	1.2 The County's real property asset management strategy will support the agency/departmental business plans and the County's Equity and Social Justice program by managing County-owned and leased space efficiently, economically, sustainably, and with equity.	1.3 The county's real property asset management strategy will support the King County Strategic Plan and agency/departmental business plans, and the county's Equity and Social Justice program by managing county-owned and leased space efficiently, economically, and with equity.
	1.3 FMD, in partnership with County agencies, will review its properties regularly and dispose of underutilized and non-performing properties in accordance with King County Code section 4.56.070. Properties will first be reviewed for Affordable Housing, reducing lost opportunity costs, risk exposure and maximizing benefit.	1.4 The county will dispose of its underutilized and non-performing assets in a timely manner, reducing lost opportunity costs, risk exposure and maximizing benefit.
	1.4 Real property asset information should be comprehensive and readily accessible to support strategic asset planning, performance analysis, and budget setting.	1.5 Real property asset information should be comprehensive and readily accessible to support strategic asset planning, performance analysis, and budget setting.
REMOVED		1.6 Any space owned or leased by King County will be presented in future space plans in both useable square feet (USF) and rentable square feet (RSF) to ensure consistency in analysis and comparison.
	1.5 Real property is managed in an environmentally and sustainably responsible manner, consistent with adopted County policies. Future building development should consider the total embedded carbon and other measures to determine cost-effective strategies to sustainable development.	1.7 Real property is managed in an environmentally and sustainably responsible manner, consistent with adopted county policies.
NEW	1.6 Any changes made to RAMP policies between Council review dates must be approved by the Real Estate and Major Projects Oversight Committee (REMPOC).	
	2. Financial Policies	2. Financial Policies
	2.1 All real property asset management policies, practices, and actions will be implemented by balancing the County's financial constraints with equity impacts; alternatives shall be evaluated for their Countywide impact using life-cycle cost analyses to include the total range of costs over the life of the asset.	2.1 All real property asset management policies, practices, and actions will be implemented in a manner consistent with the county's financial constraints, with alternatives evaluated for their countywide impact using life-cycle cost analyses.

Change	2025 Updated RAMP	2019 Previous RAMP
	2.2 In addition to fiscal notes, operating and capital improvement proposals transmitted to the King County Council will, where appropriate, provide a property summary outlining the full range of anticipated tenant improvements including furniture, fixture, equipment, building occupancy, relocation costs, and applicable required sustainability costs.	2.2 In addition to fiscal notes, operating and capital improvement proposals transmitted to the King County Council will, where appropriate, include the full range of anticipated tenant improvements including furniture, fixture, equipment, building occupancy, relocation costs, and applicable required sustainability costs.
	2.3 When agencies request relocations, within County-owned space or to or from leased space, FMD will strive to develop cost effective solutions. Short- and long-term costs will be evaluated to include the impact on the Countywide utilization of office space in alignment with County policies or initiatives.	2.3 Relocations, both within county-owned space or to or from leased space, will strive to be, at a minimum, cost-neutral; all short- and long- term costs will be evaluated to include the impact on the countywide utilization of office space.
	2.4 Over the long term, the County will balance the ongoing needs for investing in owned office space against leased office space options, especially when space needs are unknown or likely to fluctuate over time with a focus on overall public benefit.	2.4 Over the long term, county ownership of its office space will be preferred to leasing; investments in leased office space will occur when there is an overall benefit to the public.
NEW	2.5 When making a request for assistance or support from FMD, agencies should include funding information in the initial request for FMD services outside of basic building maintenance, such as, but not limited to, capital improvement projects, tenant improvement requests, real estate acquisitions, leasing requests, and space requests.	
2019 3.6 moved from 3. Building Operations to 2. Financial	2.6 Major repair costs associated with upgrading or preparing a building for surplus sale need to be budgeted in an FMD capital fund. The costs incurred will be reimbursed from the proceeds of the sale promptly.	3.6 It is sometimes in the best interest of the county to enhance value by carrying out major repairs or upgrades before the sale of a building. The major repair costs associated with upgrading or preparing a building for surplus sale will be budgeted in the Major Maintenance Reserve Fund (MMRF). The MMRF will be reimbursed from the proceeds of the sale. The MMRF budget development will consider an approved sales and marketing plan prepared by the Real Estate Services Section. The budget can be established through the ordinary budgeting process or as a supplemental appropriation request.
2019 3.6 description made into 2025 2.7 & 2.8	2.7 In accordance with King County Code (K.C.C.) 4.56.130, County organizations responsible for surplus sales will be reimbursed for advertising, postage, and selling fees, including appraisal costs, if any, from the proceeds of the sale.	(From the 2019 description of 3.6) King County Code (K.C.C.) 4.56.130 provides that county organizations responsible for surplus sales will be reimbursed for advertising, postage, and selling fees including appraisal costs, if any, from the proceeds of sale.
	2.8 Decisions regarding which fund(s) benefit from the sale of general government owned assets and net proceeds after paying all sales preparation and closing costs shall be determined on an asset-by-asset basis by the County Executive and the County Council. This determination shall be based on the long-term obligations related to the building's original funding, any grant obligations or bond covenants; the nature of the original funding, such as general obligation bonds, any residual debt service requirements, or Executive and/or Council discretion informed by current budget priorities.	(From the 2019 description of 3.6) Decisions regarding which fund(s) benefit from the sale of general government owned assets and net proceeds of closing and sales preparation costs will be determined on an asset-by-asset basis by the County Executive and the County Council, based on the following current practice:

Change	2025 Updated RAMP	2019 Previous RAMP
2019 9.2 moved from 9. Vacating Space to 2. Financial	2.9 All mothball costs will be paid by the General Fund, unless otherwise determined by the Office of Performance, Strategy and Budget (PSB).	9.2 All mothball costs for general government buildings will be paid by the General Fund unless otherwise determined by the Office of Performance, Strategy and Budget (PSB).
	3. Building Operations and Maintenance Policies	3. Building Operations and Maintenance Policies
2019 3.1 split into 2025 3.1 & 3.2	3.1 FMD shall provide a Service Level Commitment (SLC) to agency customers that identifies the services and service levels offered as part of the published rates. Services or items not outlined in the SLC are not included in the base rate and may be subject to review by FMD leadership for additional charges.	3.1 Service level commitments and expectations (SLCE) outline what the customer can expect from FMD and identify the services offered as part of the published rates. Services that are not included in the base rate will be charged on a time and materials basis. FMD operations and maintenance practices will strive to incorporate actions, strategies, measures and requirements of the county's Strategic Plan, Energy Plan, Strategic Climate Action Plan (SCAP), Green Building Ordinance (GBO) and other applicable policies.
	3.2 FMD operations and maintenance practices will strive to incorporate actions, strategies, measures, and requirements of the County's Energy Plan, Strategic Climate Action Plan (SCAP), Green Building Ordinance (GBO) and state and local regulations.	
	3.3 FMD will proactively identify and implement efficiency improvements for individual buildings and the County's asset portfolio.	3.2 FMD will proactively identify and implement efficiency improvements for individual buildings and the county's asset portfolio.
REMOVED		3.3 County facilities will convey an atmosphere of quality service, thrift, and environmental sustainability, consistent with community standards and expectations.
NEW	3.4 Small appliances such as personal heaters, microwaves, and coffee makers are not allowed in cubicles, offices, or general office areas.	
	3.5 Preventive maintenance and major maintenance programs for the County's buildings will emphasize identifying and reducing the risk of unanticipated service delivery interruptions and extending the useful life of County assets.	3.4 Preventive maintenance and major maintenance programs for the county's buildings will emphasize identifying and reducing the risk of unanticipated service delivery interruptions and extending the useful life of county assets.
NEW	3.6 FMD shall prioritize preventative and corrective maintenance and compliance inspections over tenant improvement requests.	

Change	2025 Updated RAMP	2019 Previous RAMP
	3.7 Buildings that are considered vacant, partially active, or considered to be surplus will be subjected to a reduced level of capital investment for rehabilitation or upgrade. Long-term capital investments will be limited to building components that are a direct threat to health, safety and security, or would result in failure of an essential building component. Short-term capital investments will be made to maintain the asset to ensure there is no damage to the asset or surrounding areas.	3.5 Buildings placed on the surplus watch list will be subject to a reduced level of capital investment for rehabilitation or upgrade. Long-term capital investments will be limited to those building components that are a direct threat to health and safety, security, or would result in failure of an essential building component. Short-term capital investments will be made to maintain the asset to ensure there is no significant loss of property value.
2019 3.6 moved to 2025 2.6, 2.7, & 2.8		3.6 It is sometimes in the best interest of the county to enhance value by carrying out major repairs or upgrades before the sale of a building. The major repair costs associated with upgrading or preparing a building for surplus sale will be budgeted in the Major Maintenance Reserve Fund (MMRF). The MMRF will be reimbursed from the proceeds of the sale. The MMRF budget development will consider an approved sales and marketing plan prepared by the Real Estate Services Section. The budget can be established through the ordinary budgeting process or as a supplemental appropriation request.
	3.8 The County will continue to reduce use and improve management of resources (energy, water, and waste) through improvements in facility and equipment optimization and efficiency, procurement, construction practices, and resource conservation.	3.7 The county will continue to reduce use and improve management of resources (energy, water and waste) through improvements in facility and equipment optimization and efficiency, procurement, construction practices, and resource conservation.
2019 3.7 description made into 2025 3.9 policy	3.9 FMD will perform routine maintenance on water systems to maintain water quality in buildings and facilities as resources are available. To better manage stormwater, FMD will actively engage in utilizing methods that reduce surface water runoff and impervious surfaces in relevant projects.	(From the 2019 description of 3.7) FMD will continue to engage in resource efficiency projects that both reduce energy and water use and save costs. FMD will perform routine maintenance on water systems to maintain water quality in buildings and facilities as resources are available. To better manage stormwater, FMD will actively engage in utilizing methods that reduce surface water runoff and impervious surfaces in relevant projects
NEW	3.10 For leased site maintenance, maintenance and service responsibilities shall be subjected to a lease review prior to FMD staff performing work.	
	4. Workspace Design Policies	4. Workspace Design Policies
	4.1 County employees will be provided safe, secure, and healthy workspaces. The specific application of space design to achieve these objectives is the prerogative of County management.	4.1 County employees will be provided safe, secure, and healthy work spaces. The specific application of space design to achieve these objectives is the prerogative of county management.

Change	2025 Updated RAMP	2019 Previous RAMP
	4.2 FMD will be responsible for continuous development, issuing, and enforcing Countywide space standards.	4.2 FMD will be responsible for developing, issuing, and enforcing countywide space standards.
	4.3 King County agencies and departments will consider work space functionality and space use efficiencies in return to office policies and continuous improvement efforts.	4.3 King County agencies and departments will consider work space functionality and space use efficiencies in their continuous improvement efforts.
	4.4 Maximizing the County's return on investment in office space takes precedence over single agency/department needs, when significant benefits to the County can be realized or major capital and operating costs are involved.	4.4 Maximizing the County's return on investment in office space takes precedence over single agency/department needs, when significant benefits to the county can be realized or major capital and operating costs are involved.
	4.5 King County workspaces will be designed for flexibility and financial sustainability, to promote employee productivity. Where feasible, King County workspaces will be designed to achieve County space standards. Documented adjustments may be made to account for a building's physical constraints, lack of funding, or specific functional needs.	4.5 King County workspaces will be designed for flexibility and financial sustainability, to promote employee productivity. Where feasible, King County workspaces will be designed to achieve county space standards. Documented adjustments may be made to account for a building's physical constraints, lack of funding, or specific functional needs.
	4.6 All County agencies will use modular furniture, standardized where feasible, to create open and flexible workspaces. The County shall prioritize space design that results in moving people, not furniture, whenever possible. Future flexibility in reuse and workspace reconfigurations will be considered during the procurement process. Use of secondary market furniture and surplus standardized modular furniture shall be prioritized to meet sustainability and financial stewardship goals and to reduce waste.	4.6 All county agencies will use modular furniture, standardized where feasible, to create open and flexible workspaces. The county shall pursue space design that results in moving people, not furniture, whenever possible. Future flexibility in reuse and workspace reconfigurations will be considered during the procurement process. Use of secondary market furniture and surplus standardized modular furniture is encouraged to meet sustainability and financial stewardship goals and to reduce waste.
NEW	4.7 All new furniture purchases for use in FMD owned, leased, or managed facilities must be reviewed and approved by FMD prior to purchase to ensure alignment with FMD policies and future flexibility in reuse or workspace reconfigurations.	
	4.8 In FMD owned and managed facilities FMD will promote appropriate workspace utilization through co-location and consolidation of functions, services, and agencies, and by creating workspaces that are easily occupied and can be used by other County functions.	4.7 The county will promote full appropriate workspace utilization through co-location and consolidation of functions, services, and agencies, and by creating workspaces that are easily occupied and used by other county functions.
	4.9 Workplace designs will integrate current building standards with existing and established building systems and fixtures. Designs should incorporate accessibility, human resources, and information technology standards and programs to create workplaces for diverse types of work functions and environments.	4.8 Workplace designs will integrate human resources, ergonomics and information technology policies and programs to create workplaces for diverse types of work functions and environments.

Change	2025 Updated RAMP	2019 Previous RAMP
NEW	4.10 All changes or conversions of space use shall be reviewed and approved by FMD to also ensure alignment with building codes, safety policies, work space functionality, and space use efficiency benchmarks.	
	4.11 Tenant agencies that customize office space in County-owned buildings are responsible for costs related to additional maintenance and/or additional services Tenant agencies will also be charged for restoring the space to its standard configuration when vacated.	4.9 Tenant agencies that customize previously standardized office space in county-owned buildings are responsible for costs to return the space to its pre-customized configuration when vacated.
NEW	4.12 All wayfinding and building signage is the responsibility of FMD. Signage will be designed using FMD approved signage standards and in accordance with ADA guidelines.	
	5. Facility Location Policies	5. Facility Location Policies
	5.1 King County functions requiring heightened security and/or weapons screening, will be located, to the extent possible, in existing secured County buildings. Related support functions will also be co-located in existing secured County buildings where possible.	5.1 King County functions requiring heightened security and/or weapons screening will be located, to the extent possible, in existing secured county buildings. Related support functions will also be co-located in existing secured county buildings where possible.
2019 5.2 split into 2025 5.2 & 5.3	5.2 County services that are public facing will be located, to the extent possible, where service delivery is most cost effective and efficient. Equity and social justice opportunities and impacts of potential locations will be assessed.	5.2 County services will be located, to the extent possible, where service delivery is most cost effective and efficient. The equity and social justice opportunities and impacts of possible locations must be taken into account.
	5.3 For County agencies and operations that are not public facing, potential locations will be assessed for feasibility, cost effectiveness, and equity for facility/location placements.	
2019 5.2 description made into 2025 5.4 policy	5.4 Long-term asset management of County properties shall consider the needs of agencies and the public that would benefit from proximity of locations.	(From the 2019 description of 5.2) The county will work to co-locate services when relationships and/or user accessibility warrant, and when economically feasible. Long-term asset management of county properties shall consider the needs of agencies that would benefit from proximity.
	5.5 The County shall take into account the equity and social justice opportunities for capital investments within a community when siting a facility or changing locations to improve service delivery.	5.3 The county shall take into account the equity and social justice opportunities for capital investments within a community when siting a facility or changing locations to improve service delivery.

Change	2025 Updated RAMP	2019 Previous RAMP
	5.6 Criminal justice functions and services will be regionally co-located at or near the King County Courthouse in downtown Seattle, the Judge Patricia H. Clark Children and Family Justice Center in Seattle, or the Maleng Regional Justice Center in Kent, to the extent feasible and desirable. Coordination or co- location of criminal justice functions will take place in conjunction with County-adopted plans.	5.4 County law and criminal justice functions and services will be regionally co-located at or near the King County Courthouse in downtown Seattle, the Patricia Hall Clark Children and Family Justice Center in Seattle, or the Maleng Regional Justice Center in Kent, to the extent feasible and desirable. Coordination or co-location of law and criminal justice functions will take place in conjunction with county-adopted plans.
	5.7 County workspace planning will review department locations flexibly, based on identified functional requirements, teleworking/hybrid requirements, economic benefits, asset management policies, business hours, and future adaptability, rather than on the basis of designated buildings.	5.5 County work space planning will program department locations flexibly, based on identified functional requirements, economic benefits, asset management policies, business hours, and future adaptability, rather than on the basis of designated buildings.
	6. Building Design Policies	6. Building Design Policies
	6.1 King County will site its essential public facilities consistent with the County’s Comprehensive Plan Essential Facility siting policies and with consideration of climate-related impacts.	6.1 King County will site its essential public facilities consistent with the county’s Comprehensive Plan Essential Facility siting policies and with consideration of climate-related impacts.
	6.2 FMD owned and operated facilities will convey an atmosphere of safety, quality service and environmental sustainability while providing functional public buildings that create a good image for government, are sound financial investments, and allow communities to flourish.	6.2 The County will develop and maintain safe, functional and attractive public buildings that create a good image for government, are sound financial investments, and allow communities to flourish.
2019 6.3, 6.4, 6.5, & 6.6 condensed into 2025 6.3	6.3 All new construction of buildings, building purchases, new building leases, and major building retrofits will align to all applicable: current and evolving building codes, American Disability Act (ADA) accessibility standards, seismic retrofits, federal lactation requirements, King County’s SCAP, Green Building Code Title 18, as well as all other local, state, and federal laws.	6.3 The county will establish programmatic guidelines for the performance of county-occupied buildings in seismic events to provide policy direction for future decisions involving the construction of new buildings, acquisition or renovation of existing buildings, and execution of new leased space.
		6.4 All new construction of buildings, building purchases, new building leases, and major building retrofits must ensure American Disability Act (ADA) accessibility, as required under all applicable building codes and local, state, and federal laws. The county will also ensure appropriate space for breastmilk expression and storage by nursing mothers as required by federal law, with specifically designated locations in major county office facilities.
		6.5 County-owned and financed facilities will be designed, developed, constructed, and maintained utilizing environmental and sustainable practices consistent with county sustainability policies.

Change	2025 Updated RAMP	2019 Previous RAMP
		6.6 All new construction and major remodel and renovation projects must meet standards for Leadership in Energy and Environmental Design (LEED) certification, consistent with county sustainability policies.
	6.4 In alignment with Green Building Code Title 18, all new construction of buildings, building purchases and major building retrofits will use life cycle cost analysis in the selection of material and equipment ensuring that the operating, maintenance, replacement and disposal costs are considered as well as the initial costs.	6.7 All new construction of buildings, building purchases and major building retrofits will use life cycle cost analysis in the selection of material and equipment ensuring that the operating, maintenance, replacement and disposal costs are considered as well as the initial costs.
	6.5 King County requires all people restrooms when upgrading or building new County facilities. For existing buildings, cost-effective strategies will be used, such as posting signs to identify existing all people bathrooms or posting new signs on some current gender-specific restrooms.	6.8 King County requires gender-neutral restrooms when upgrading or building new county facilities. For existing buildings, cost-effective strategies will be used, such as posting signs to identify existing gender-neutral bathrooms or posting new signs on some current gender-specific restrooms.
2019 7.3 moved from 7. Disaster Preparedness to 6. Building Design	6.6 County facilities will be designed for resiliency, incorporating disaster resistance, survivability, and facility security needs. To the extent feasible and practical, resiliency will be incorporated into existing County buildings as part of related building remodel and renovation projects.	
	7. Facility Emergency Planning and Response	7. Disaster Preparedness and Security Planning
	7.1 FMD will maintain emergency action plans for FMD owned and managed buildings; that will include evacuation routing and emergency-specific response planning.	7.1 King County will maintain emergency operations plans for all owned buildings; these will include evacuation routing, continuity planning, and emergency-specific response planning.
	7.2 FMD owned and operated buildings will be operated and maintained to effectively support the Office of Emergency Management (OEM) conduct of emergency operations for local and regional disasters.	7.2 County buildings will be operated and maintained to support the Office of Emergency Management (OEM) conduct of emergency operations for local and regional disasters.
2019 7.3 moved to 2025 6.6		7.3 County facilities will be designed for resiliency, incorporating disaster resistance, survivability, and facility security needs. To the extent feasible and practical, resiliency will be incorporated into existing County buildings as part of related building remodel and renovation projects.
NEW	7.3 FMD will support County agencies continuity of operations plans by providing assistance in relocating functions when building become untenable.	

Change	2025 Updated RAMP	2019 Previous RAMP
NEW	7.4 In the event of a natural disaster, severe weather, destructive civil unrest, or any other building-related emergency, applicable FMD staff shall be promptly reassigned to respond to the emergency with the primary mission of saving lives. All actions taken during such events will focus on ensuring the immediate safety and protection of building occupants, while secondarily safeguarding facility assets and infrastructure.	
NEW	7.5 In an emergency event or incident FMD will provide communications as it effects FMD owned and managed facilities.	
NEW	7.6 FMD shall enter tenant spaces to perform all needed maintenance and tenant requests. In certain secure spaces an escort may be requested of the agency to maintain security and/or confidentiality.	
	8. Leasing Policies	8. Leasehold Interests
	8.1 The lease obligation remains with the tenant agency until an appropriate backfill can be found and moved into the space.	8.1 The lease obligation remains with the tenant agency until an appropriate backfill can be found and moved into the space.
	8.2 The County should allow outside leasing in the following circumstances: 1) when the outside lease is necessary to execute an economically justified divesting of County-owned real estate assets, or 2) if existing County-owned space does not meet the specialty needs of an agency, or 3) a leased location more appropriately serves the demographic needs of the clients receiving service and there are no other viable ownership options in the geographic area, or 4) in cases where an outside lease is a critical component of a service delivery partnership between King County and another entity.	8.2 Allow outside leasing in the following circumstances: 1) when the outside lease is necessary to execute an economically justified divesting of county-owned real estate assets, or 2) if existing county-owned space does not meet the specialty needs of an agency, or 3) a leased location more appropriately serves the demographic needs of the clients receiving service and there are no other viable ownership options in the geographic area, or 4) in cases where an outside lease is a critical component of a service delivery partnership between King County and another entity.
NEW	8.3 Proposals for office space leases will defensibly articulate the lease’s necessity as compared to County-owned alternatives.	
NEW	8.4 When siting for leased locations, FMD should conduct an equity review	

Change	2025 Updated RAMP	2019 Previous RAMP
	9. Vacating Space in General Government Buildings	9. Vacating Space in General Government Buildings
	9.1 To be considered reconfigurable, space must be accessible from the building's common corridors, must have access to the building's common amenities, and must be of sufficient size as to accommodate another viable tenant. A space is not considered vacant until after non-contiguous spaces are consolidated into a contiguous vacant and useable space.	9.1 To be considered reconfigurable, space must be accessible from the building's common corridors, must have access to the building's common amenities, and must be of sufficient contiguous size as to accommodate another viable tenant. A space is not considered vacant until after non- contiguous spaces are consolidated into a contiguous vacant and useable space.
2019 9.2 moved to 2025 2.9		9.2 All mothball costs for general government buildings will be paid by the General Fund unless otherwise determined by the Office of Performance, Strategy and Budget (PSB).
2019 10.2a moved from 10. Surplus Property to 9. Vacating Space	9.2 Agencies vacating a space will ensure that all personal and agency purchased items have been removed, including but not limited to plants, small appliances, and any furniture that was not purchased by the County.	10.2a. Agencies vacating a space will ensure that all personal items have been removed, including but not limited to plants, small appliances, and any furniture that was clearly not purchased by the county.
2019 10.2e moved from 10. Surplus Property to 9. Vacating Space	9.3 When vacating spaces, agencies will be responsible for removing and disposing of all agency and personal items. Failure to perform this act shall result in direct charges to the agency.	10.2e. An agency that does not remove personal items or organize and box up its residual office supplies will have its operating budget, not the project budget, charged for the labor and dump fees to remove and dispose of the remaining personal items and to separate and organize the office supplies for redistribution.
	9.4 Agencies that vacate reconfigurable space (as defined in Policy 9.1) mid- budget year, and do not subsequently increase their overall square footage, will be relieved of the following costs, subject to PSB approval:	9.3 Agencies that vacate reconfigurable space (as defined in Policy 9.1) mid-budget year, and do not subsequently increase their overall square footage, will be relieved of the following costs, subject to PSB approval:
	9.4a. FMD operations and maintenance obligation, 90 days after they vacate the space, if reasonable notice of such move was given; and	9.3a. FMD operations and maintenance obligation, 90 days after they vacate the space, if reasonable notice of such move was given; and
	9.4b. MMRF obligation, starting the following biennium.	9.3b. MMRF obligation, starting the following biennium.
REMOVED		9.4 The central overhead occupancy rate is altered on a biennium-to-biennium basis as part of the budget process.

Change	2025 Updated RAMP	2019 Previous RAMP
REMOVED		9.5 Allow agencies an option of applying the biennial economic savings associated with vacated space to “efficiency reduction” requirements.
	10. Surplus Personal Property	10. Surplus Personal Property
	10.1 FMD will continue to partner with Department of Executive Services (DES) Fleet Services Surplus team and Department of Natural Resources and Parks (DNRP) to reduce the amount of excess office furniture and supplies entering the waste stream. The goal is to reuse, recycle and, only as a last resort, landfill surplus office furniture and supplies.	10.1 FMD will continue to partner with Department of Executive Services (DES) Surplus and Department of Natural Resources and Parks (DNRP) to reduce the amount of excess office furniture and supplies entering the waste stream. The goal is to reuse, recycle and, only as a last resort, landfill surplus office furniture and supplies.
NEW	10.2 All surplus property rules and policies shall apply to agencies vacating any space such as, but not limited to, storage spaces, building floors, trailers, cubical spaces, parking lots, etc.	
REMOVED		10.2 The following surplus property rules shall apply to agencies vacating space:
2019 10.2a moved to 2025 9.2		10.2a· Agencies vacating a space will ensure that all personal items have been removed, including but not limited to plants, small appliances, and any furniture that was clearly not purchased by the county.
REMOVED		10.2b· All office supplies that are left behind must be boxed up by individual items with all like items together.
REMOVED		10.2c· Agencies will be responsible for the disposition of all files, books, and manuals either by preparing them to be moved to their new location, properly organizing and sending them to the records center/archives for storage, or recycling them prior to the move.
REMOVED		10.2d· Agencies will be responsible for cleaning out all desk drawers and cabinets in any furniture left behind.

Change	2025 Updated RAMP	2019 Previous RAMP
	10.3 Agency items remaining onsite after space has been vacated will be removed in accordance with FMD policies and surplus requirements. Vacating agencies shall be charged for all costs associated with the removal and disposal/reuse of any remaining items left onsite after vacating space.	10.2e. An agency that does not remove personal items or organize and box up its residual office supplies will have its operating budget, not the project budget, charged for the labor and dump fees to remove and dispose of the remaining personal items and to separate and organize the office supplies for redistribution.
NEW SECTION	11. Events in FMD Owned and Managed Facilities and Properties	
	11.1 Use of grills, barbeques, or any other free-standing equipment that uses open flame is not permitted in FMD managed buildings or on FMD managed property, including parking lots.	
	11.2 All non-County agencies or groups that wish to use a space in FMD managed properties must have a County agency sponsor, unless building covenants or other agreements allow otherwise.	
	11.3 The use of food trucks on FMD owned and managed property shall be reviewed and approved by FMD.	
	11.4 Use of another agency's allocated space is at the discretion of the agency and must be arranged and approved by the hosting agency.	
	11.5 The sponsoring County agency shall provide an escort to non-County guests attending events that are located in badge access-controlled spaces.	
	11.6 Support services related to special events including but not limited to: additional cleaning or waste disposal, conference room or event furniture setups, afterhours lights, afterhours HVAC circulation, and additional security will be charged to the hosting agency.	

